



Novant Health Rowan Medical Center

Community Benefit Implementation Plan

Rowan County, North Carolina

2022-2024

Approved by the Novant Health Rowan Board of Trustees on October 26, 2022

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I. Introduction

Novant Health Rowan Medical Center, in partnership with Rowan County Health Department (RCHD) and Healthy Rowan, conducted a community health needs assessment in 2021 to identify the most pressing health needs in our community. Novant Health Rowan Medical Center will enhance the community's health by offering health and wellness programming, clinical services and financial support to meet identified health needs.

a) Organization Overview

Novant Health is an integrated network of hospitals, physician clinics, and outpatient facilities that delivers a seamless and convenient healthcare experience to communities in North Carolina, South Carolina, and Georgia. The Novant Health network consists of more than 1,800 physicians and over 35,000 team members who provide care at more than 800 locations, including 15 hospitals and hundreds of outpatient facilities and physician clinics. *Diversity MBA Magazine* ranked Novant Health first in the nation on its 2021 list of "Best Places for Women & Diverse Managers to Work." In 2021, Novant Health provided more than \$1.1 billion in community benefit, including financial assistance and services.

Mission

Novant Health exists to improve the health of our communities, one person at a time.

Our team members and physician partners strive every day to bring our mission, vision, and values to life. We demonstrate this commitment to our patients in many ways. Our organization:

- Maintains an active community health outreach program.
- Demonstrates superior outcomes for many health conditions as indicated by our state and national quality scores.
- Creates innovative programs that address important health issues, with many of our programs and services being recognized nationally.
- Believes in its role as a socially responsible organization, working with community agencies and organizations to make our communities better places to live and work

Novant Health Rowan Medical Center (NHRMC) is a 268-bed hospital offering a wide range of services in emergency, maternity, surgery, cancer, rehabilitation and other specialty care.

b) Our Community

Primary and Secondary Service Areas

The Primary Service Area for Novant Health Rowan Medical Center is defined by the zip codes that represent at least 75% of the hospital’s in-patient population as outlined below:

Zip Code	City	County
28081	Kannapolis	CABARRUS
27295	Lexington	DAVIDSON
27028	Mocksville	DAVIE
28144	Salisbury	ROWAN
28146	Salisbury	ROWAN
28147	Salisbury	ROWAN
28138	Rockwell	ROWAN
28023	China Grove	ROWAN
28159	Spencer	ROWAN
27013	Cleveland	ROWAN
27054	Woodleaf	ROWAN

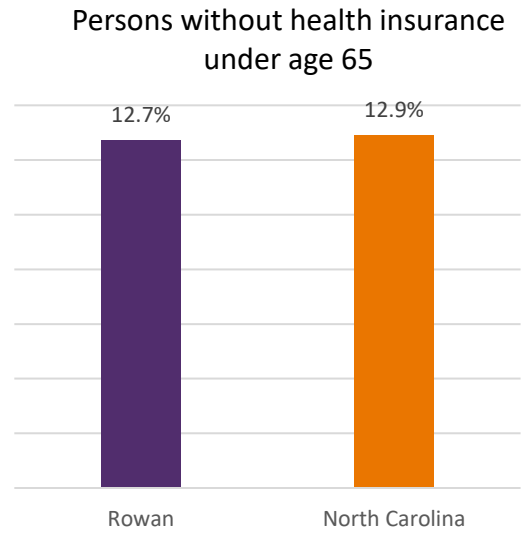
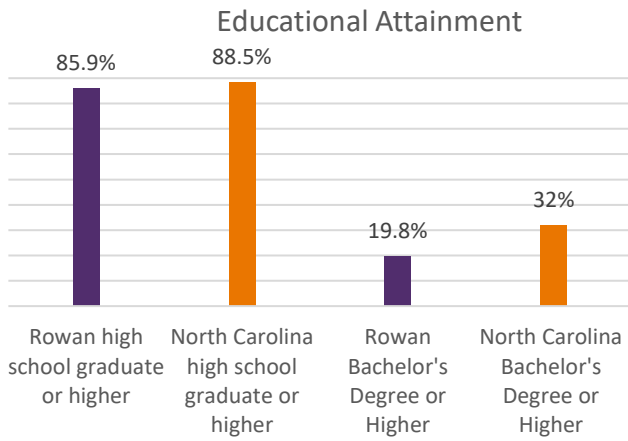
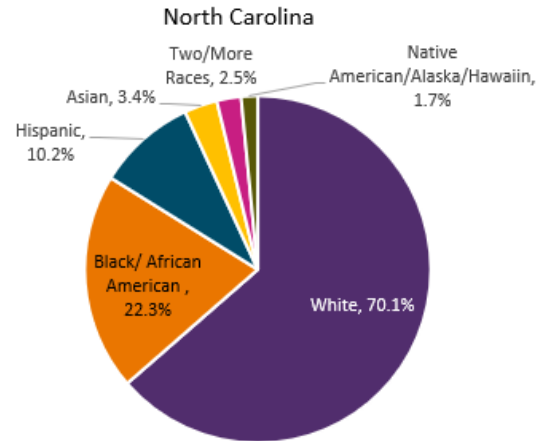
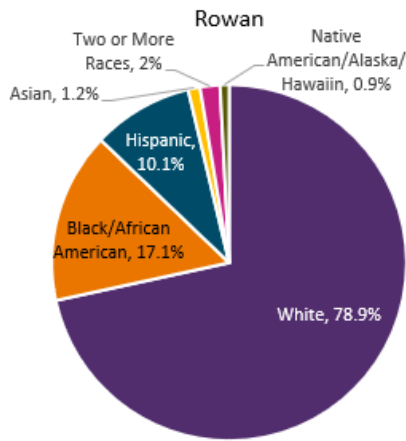
There are four counties in the Novant Health Rowan Medical Center Primary Service Area (PSA): Cabarrus, Davidson, Davie, and Rowan Counties. 71% of patients reside in the PSA of Rowan County and 76% of patients reside in the Primary and Secondary Service Areas of Rowan County. Most patients reside in Rowan County, and it represents the highest population of potentially underserved, low-income and minority individuals from the Primary Service Area. Therefore, Rowan County will be the sole focus of demographic, health, and social indicators.

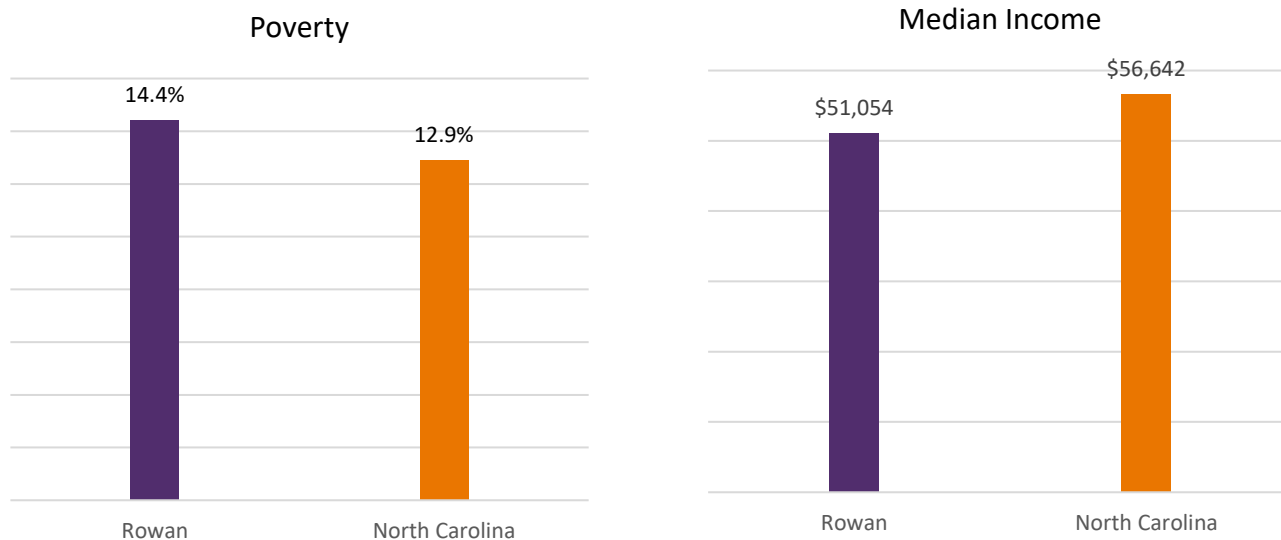
The Secondary Service Area covers a seven-county radius, including Cabarrus, Davidson, Davie, Iredell, Mecklenburg, Rowan, and Stanly Counties.

Rowan County Population: Demographics

Rowan County includes Salisbury, the most populated city and the County Seat. It has a population of 148,150 compared to the total North Carolina population of 10,551,162.

Race and Ethnicity





Source for above graphs: [U.S. Census Bureau \(2021\)](https://www.census.gov)

Demographics	Rowan County		North Carolina	
	Population	Percentage	Population	Percentage
Persons Under 5 Years	8,016	5.7%	605,299	5.8%
Persons Under 18 Years	31,420	22.3%	2,301,596	22.2%
Person 65 Years & Over	24,653	17.5%	1,688,354	16.3%
Female Persons	71,305	50.6%	5,333,560	51.4%

Sources: [ACS US Census Survey Rowan](https://www.census.gov), [ACS US Census Survey North Carolina](https://www.census.gov)

Length of Life	Top U.S. Performers	North Carolina	Rowan County
Years of potential life lost before age 75 per 100,000 population (age-adjusted).	5,600	8,000	9,800
Clinical Care	Top U.S. Performers	North Carolina	Rowan County
Ratio of population to primary care physicians	1,010:1	1,400:1	2,450:1
Ratio of population to dentists	1,210:1	1,710:1	2,100:1
Ratio of pop. to mental health providers	250:1	360:1	420:1
Physical Environment	Top U.S. Performers	North Carolina	Rowan County
Air Pollution – Particulate Matter (micrograms per cubic meter)	5.9	7.5	9.2
Percentage of households with: overcrowding, high costs, lack of kitchen, or lack of plumbing	7%	12%	11%

Source: [Health County Rankings 2022](https://www.healthcountyrankings.com)

Rowan County Population: Health Indicators

Rowan County's leading causes of death in 2019 were heart disease and cancer. NHRMC will consider health indicators such as leading causes of death for the Rowan County population, but also consider how to impact root causes with an analysis of social determinants of health, social risks, and social needs.

Leading Causes of Death in Rowan County in 2019			
Rank	Cause of Death	Number	%
1	Diseases of heart	356	21.8
2	Cancer	346	21.2
3	Chronic lower respiratory diseases	95	5.8
4	All other unintentional injuries	84	5.1
5	Cerebrovascular diseases	72	4.4
6	Alzheimer's disease	62	3.8
7	Influenza and pneumonia	57	3.5
8	Diabetes mellitus	40	2.4
9	Nephritis, nephrotic syndrome and nephrosis	39	2.4
10	Chronic liver disease and cirrhosis	32	2
	All other causes (Residual)	451	27.6
	Total Deaths – All Causes	1,634	100.0

Source: [NC State Center for Health Statistics](#)

II. Prioritized Health Needs

Identified Significant Health Needs

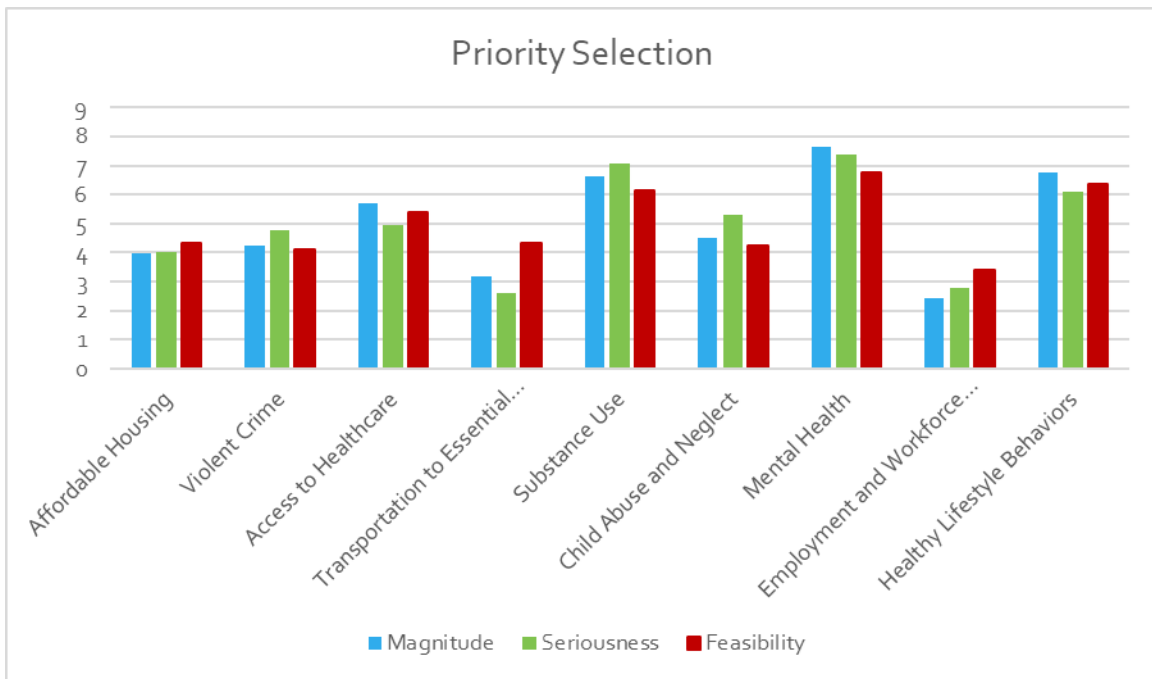
After data was collected and analyzed from the CHOS and secondary data sources, Steering Committee members determined the following focus areas from which the priority health needs would be selected:

- Access to healthcare
- Affordable housing
- Child abuse and neglect
- Employment and workforce
- Healthy lifestyle behaviors
- Mental health
- Substance use

- Transportation to essential health and human services
- Violent crime

a) County prioritization

Healthy Rowan members received a link to a SurveyMonkey and were instructed that they could only vote for a priority issue one time. There were 3 surveys that ranked the health issues from 1 – 9 based on the magnitude of the impact to a large portion of the community, seriousness of consequences if these issues are not addressed, and their feasibility to improve the health of the community. The survey results were averaged and displayed in a stacked bar graph below.



The following were established as Rowan County’s health priorities for the next three years (2022-2024) based on the Steering Committee’s understanding of the community’s perceived needs, as well as the data presented by community content experts:

- Mental health
- Substance use
- Healthy lifestyles

b) Facility prioritization

In addition to the primary and secondary data, Novant Health Rowan Medical Center reviewed the top five diagnosis codes for inpatient and outpatient hospital emergency room visits from April 2021 to March 2022.

Novant Health Rowan Medical Center Emergency Department
Top 5 Diagnoses April 2021 – March 2022

NHRMC			
Inpatient Diagnosis	Volume	Outpatient Diagnosis	Volume
COVID-19	672	COVID-19	2182
Sepsis, unspecified organism	484	Other Chest pain	1531
Hypertensive heart and chronic kidney disease with heart failure and stage 1 through stage 4 chronic kidney disease, or unspecified chronic kidney disease	128	Contact with and (suspected) exposure to covid-19	645
Hypertensive heart disease with heart failure	125	Acute upper respiratory infection, unspecified	564
non-ST elevation (NSTEMI) myocardial infarction	121	Nausea with vomiting, unspecified	562

The top 5 diagnoses from April 2021 to March 2022 were greatly impacted by the Covid-19 pandemic in the outpatient and inpatient settings. As a result of Covid-19 and encouraging virtual visits for patient safety, when possible, the inpatient diagnosis trend was more serious diagnoses like heart and kidney failures. Outpatient trending diagnoses were severe symptoms and side effects of Covid-19.

Upon a comprehensive review of the primary and secondary data and NHRMC’s ED top 5 diagnosis codes, the Novant Health Rowan Medical Center leadership team and Board of Trustees evaluated this information based on the scope, severity, health disparities associated with the need, and the estimated feasibility and effectiveness of possible interventions. Through this thorough evaluation, the team agreed on the following significant health priorities for Novant Health Rowan Medical Center:

1. Mental health
2. Substance use
3. Chronic disease management and prevention

III. Addressing needs

Novant Health Rowan Medical Center is committed to working to address the identified areas of need through resource allocation and support of the following programs and actions:

Priority Need:	Program:	Action:	Intended Outcome:
Mental Health	Mental Health Education and Awareness	<p>Provide basic mental health education to individuals from various community sectors</p> <p>Host Community Resiliency Model Training</p>	<p>Create awareness and educate community members from all sectors the impact of trauma and mental health conditions and provide tools to build resiliency.</p> <p>Create awareness among the community on ways to access resources for treatment and services within Rowan and the surrounding communities.</p>
Substance Use	Substance Use Education, Recovery, and Prevention	Provide information and educate individuals of local and regional resources for substance use and behavioral health referrals	<p>Decrease repeat overdoses by providing resources needed.</p> <p>Increase number of individuals connected to appropriate treatment and services in the community.</p>
Chronic Disease Management and Prevention	Wellness and Education Screenings	<p>Work with community partners to provide the community with free health education and subject matter expertise around Healthy Lifestyle Behaviors.</p> <p>Host free community screenings that assess an individual's BP, BMI, and diabetes factors. Provide referrals and resources after the screening.</p>	<p>Increase awareness of chronic disease management and prevention.</p> <p>Increase number of community members connected to appropriate care.</p>

Again, NHRMC will focus resource allocation on these prioritized needs based on careful consideration of estimated feasibility and effectiveness of possible interventions. While NHRMC will not prioritize the remaining significant health needs (listed above in Section II), it will support and collaborate with community partners as appropriate for the purpose of improving outcomes for identified needs that are better aligned with their scope of service.

In addition to the programs and services offered to the community through Novant Health Rowan Medical Center, there are various existing community assets available throughout the Rowan County community that have additional programs and resources tailored to meet all the identified health needs. The following is a list of valued community agencies that address those prioritized and non-prioritized needs:

Identified Health Need:	Local Community Resources Addressing Need:
Mental Health	Capstone Recovery Rowan County Health Department Rowan County Daymark Recovery Rowan Helping Ministries One Love Community Services Vaya Health Youth Substance Use Prevention Rowan Rowan County United Way S&H Youth and Adult Services Prevent Child Abuse Rowan Rowan County Department of Social Services Rufty-Holmes Senior Center
Substance Use	Center for Prevention Services – HOPE Program Life Choices Rowan Capstone Recovery Rowan County Daymark Recovery Vaya Health
Chronic Disease Management	Meals on Wheels Rowan Community Care Clinic of Rowan County Rowan-Cabarrus YMCA Main Street Marketplace and Meeting Place Rowan County Health Department Salisbury Pediatrics Associates Rowan-Salisbury School System Rowan-Salisbury Farmers Market Rowan-Salisbury Runners Club Rufty-Holmes Senior Center
Employment and Workforce Readiness	Rowan-Cabarrus Community College Livingstone College Catawba College Rowan Economic Development Commission Rowan County Chamber of Commerce

Child Abuse and Neglect Violent Crime	Salisbury Police Department Rowan County Sheriff Department Youth Substance Use Prevention Rowan Prevent Child Abuse Rowan Family Crisis Council Capstone Recovery Salisbury Pediatric Associates
Access to Healthcare	Rowan County Health Department Community Care Clinic of Rowan County Rowan Helping Ministries Rowan-Cabarrus Community Health Centers Vaya Health
Transportation to Essential Health & Human Services	Rufty-Holmes Senior Center Rowan Helping Ministries Rowan County Health Department
Affordable Housing and Homelessness	Rowan Helping Ministries

For a full list of community resources, visit www.novanthealth.org/mycommunity

IV. Role of the board and administration

The Novant Health Rowan Board of Trustees and Novant Health Rowan Medical Center administration are active participants in the community benefit process. Through strategic planning initiatives, leadership provides direction on actions and intended impact, and serves as the approving body for the community health needs assessment and community benefit implementation plan. Administrative leaders serve on the County assessment planning team and hospital board members participate and provide influence on the community benefit plans. All members are actively involved in the priority setting discussion and outreach planning process. Additionally, community benefit reports are provided to the board and facility leadership teams throughout the calendar year for ongoing education.

V. Appendix:

Rowan County CHA Steering Committee Represented Agencies

Agency
Bread Riot
Cabarrus-Rowan Community Health Centers**
Capstone Recovery
Catawba College
Center for Prevention Services
City of Salisbury
City of Salisbury Parks and Recreation
Communities in Schools**
Community Care Clinic of Rowan County**
Dari Caldwell Consulting
Gregorek & Associates Realty
Girls on the Run
Horizons Unlimited
Main Street Marketplace and Meeting Place
Meals on Wheels**
NC Cares360
North Carolina State University Cooperative Extension
Novant Health Rowan Medical Center
One Love Community Program
Prevent Child Abuse Rowan
Rowan-Cabarrus Community College
Rowan-Cabarrus YMCA
Rowan County Chamber of Commerce
Rowan County Government
Rowan County Health Department*
Rowan County Department of Social Services**
Rowan County United Way**
Rowan Daymark Recovery
Rowan Helping Ministries**
Rowan-Salisbury Farmer's Market
Rowan-Salisbury School System
Rufty-Homes Senior Center**
Salisbury Housing Authority**
Salisbury Police Department
Salisbury-Rowan Community Action Agency
Salisbury-Rowan Runners Club

Salisbury VA Medical Center
Smart Start Rowan**
St. John's Lutheran Church
Trinity Oaks
Vaya Health
Youth Substance Use Prevention Rowan

- *Representative of a state, local, tribal, or regional governmental public health department (or equivalent department or agency)
- ** Members of medically underserved, low-income, and minority populations in the community served by the hospital facility, or individuals or organizations serving or representing the interests of such populations
- For a full list of agencies involved in the CHA process, please see the Rowan County CHNA Report