



**COMMUNITY HEALTH NEEDS ASSESSMENT
IMPLEMENTATION STRATEGY
FY19-FY21**

Executive Summary

As a part of IRS regulations, hospital organizations are required to conduct a community health needs assessment which serves as a guiding document for strategic planning. By utilizing the process of developing a Community Health Needs Assessment, Memorial Healthcare System has positioned itself to address local health needs that are not being met.

Broward County is the second most populated county in the state and ranks high in diversity. A community based needs assessment aids the county in identifying and addressing the specific healthcare needs and/or gaps of local residents. The main purpose of the assessment is to improve the health status of Broward County residents and increase access and availability of healthcare services. The main goals of the Community Health Needs Assessment are to:

- Improve health status of Broward County residents.
- Address socioeconomic factors that have a negative impact on community health.
- Increase access to preventive healthcare services, especially within at-risk sub-populations.

A Community Health Needs Assessment Advisory Council was convened with the mission to:

- Guide the assessment process.
- Act as a sounding board and assist in obtaining community input.
- Participate with the Planning Team in evaluating health issues and priorities once the assessment is completed.
- Engage in collaborative action planning on an ongoing basis.

The members of the Memorial Healthcare System Community Health Needs Assessment Advisory Council participated in meetings that took place from December 2017 to April 2018. During these meetings, the council reviewed data collected per the following methodology: quantitative and qualitative data research, key informant interviews community conversations, and provider and community focus group sessions. These data sets were analyzed and discussed to identify and prioritize community health needs within the Memorial Healthcare System service area:

- Access to care
- Preventive care
- Community health education
- Quality of care
- Emergency response

The Implementation Strategy details what Memorial Healthcare System will address for each of those needs. Outcomes for each of the tactics will be tracked and reported to an internal workgroup over the next three years.

Access to Care Tactics

GLOBAL AIM STATEMENT

To improve access to affordable healthcare with consideration for cultural diversity.

Tactic #1

- Implementation of a care coordination and transitional care program

Population: South Broward Hospital District (SBHD) residents

Partners: Health Plans, MHS-IT, MHS Social Workers and Clinical Effectiveness Teams, Home Health, Memorial Physicians Group, Memorial Health Network, Nova Southeastern University (NSU)

Anticipated Outcomes:

- (a) Reduce 30 day hospital readmission rates by transitioning patients to the appropriate level of care
- (b) Transition patients to their medical home

Target Completion: Ongoing; FY19-21

Tactic #2

- Assistance with navigation and education of the health insurance process

Population: South Broward Hospital District (SBHD) residents

Partners: Hispanic Unity, Health Intervention through Targeted Services (HITS), Legal Aid, Community Youth Services (CYS)

Anticipated Outcome:

- (a) Improve health care literacy by providing educational workshops

Target Completion: Monthly workshops FY19-21

Tactic #3

- Continued education of the underinsured/uninsured/insured about new MHS Primary Care sites including collaboration/partnerships to ensure widespread information-sharing.

Population: South Broward Hospital District (SBHD) residents

Partners: Hispanic Unity, Broward Regional Health Planning Council, 211 Broward, municipalities, HITS, MHS Eligibility, Chambers of Commerce, Faith-Based Organizations

Anticipated Outcome:

- (a) Increase overall services in Primary Care
- (b) Alternative access points
- (c) Health Fairs
- (d) Speaker Bureaus
- (e) Workshops

Target Completion: FY19-21

Preventive Care Tactics

GLOBAL AIM STATEMENT

To improve access to preventive care.

Tactic #1

- Prenatal care for the prevention of low birthweight and other negative health outcomes.

Population: South Broward Hospital District (SBHD) residents

Partners: Department of Health, WIC, Nurse Family Partnership, Healthy Start, BRHPC, Healthy Mother Healthy Babies.

Anticipated Outcome:

- (a) Increase the percentage of women who receive prenatal visit in the first trimester or within 42 days of enrollment using Hedis 75th percentile benchmark
- (b) Further develop education and outreach strategies by providing prenatal care events throughout the community

Target Completion: Ongoing; FY19-21

Tactic #2

- Continue to address low immunizations rates for children and adults

Population: South Broward Hospital District (SBHD) residents

Partners: Broward County Public Schools, Dept. of Health, Children's Service Council, MHS Mobile Health Units, Florida Shots, CYS

Anticipated Outcome:

- (a) Reduce major causes of illness, disability and death by improving Immunization compliance for preventable infectious diseases for Adults and Children.
- (b) Offer patients with high risk chronic conditions influenza immunization

Target Completion: FY19-21

Tactic #3

- Education for the prevention of opioid use.

Population: South Broward Hospital District (SBHD) residents

Partners: Broward County schools, Children's Service Council, Boys & Girls Club, MRH Outpatient Behavior Health, CYS, municipalities, United Way Community Response Team, DEA, Law Enforcement, Community Treatment Providers

Anticipated Outcome:

- (a) Reduce opioid related death by providing educational lectures and workshops throughout the community

Target Completion: Ongoing; FY19-21

Community Health Education Tactics

GLOBAL AIM STATEMENT

To promote health through improved patient education.

Tactic #1

- Chronic disease self-management (Congestive Health Failure, Diabetes, Chronic Obstructive Pulmonary Disease, Asthma).

Population: SBCHS Members, MHS patients with Chronic Conditions

Partners: Nova, YMCA, MHS hospitals

Anticipated Outcome: Improve the Quality of life, promote self-care management reduce healthcare cost by preventing and minimizing the effects of a disease using PCMH model.

- (a) Provide disease specific education and self- management tools to 100% of members identified with chronic diseases

Target Completion: Ongoing; FY19-21

Tactic #2

- Health Promotion and Wellness

Population: South Broward Hospital District (SBHD) residents

Partners: YMCA, NOVA. MHS LIV Well program, MHS Behavioral Health

Anticipated Outcome:

- (a) Improve health and wellness by providing group visits at each primary care practice
- (b) Provide educational talks promoting health maintenance topics
- (c) Provide health promotion and wellness workshops in the community addressing mental health topics
- (d) Optimize the use of telehealth between primary care and behavioral health

Target Completion: Ongoing; FY19-21

Tactic #3

- Education for the prevention of sexually transmitted infections.

Population: South Broward Hospital District (SBHD) residents

Partners: Department of Health, CYS, municipalities, Broward County Public Schools, Mobile Health Units,

Anticipated Outcome:

- (a) Decrease STD morbidity by providing STD prevention education throughout the community

Target Completion: Ongoing; FY19-21

Quality of Care Tactics

GLOBAL AIM STATEMENT

To improve the quality of care for all patients.

Tactic #1

- Consideration for diversity issues regarding gender identity, expression and sexual orientation

Population: South Broward Hospital District (SBHD) residents and MHS Staff

Partners: MHS employees, Organizational Development, Human Resources, SunServe, YES Institute, Safe Schools Broward, CYS

Anticipated Outcome: Improve the health, safety, and well-being of lesbian, gay, bisexual, and transgender (LGBT) individuals.

- (a) MHS will develop within EPIC a standardized set of questions that identify lesbian, gay, bisexual, and transgender populations.
- (b) Provide medical students with training to increase provision of culturally competent care.
- (c) Provide staff with education on LGBT Health Disparities
- (d) Improve cultural sensitivity by MHS staff being educated in the Language of Caring

Target Completion: Ongoing; FY19-21

Tactic #2

- Develop an Integrated Care System

Population: South Broward Hospital District (SBHD) residents

Partners: : Community Care Plan, BCBS, MHS-IT, MHS Clinical Effectiveness Teams, Home Health, MPG, MHN, NOVA Southeastern University

Anticipated Outcome:

- (a) Educate Healthcare Systems and Communities on Value based Healthcare Transformation

Target Completion: Ongoing; Ongoing; FY19-21

Tactic #3

Consideration of the impact of social determinants on population health

Population: South Broward Hospital District (SBHD) residents

Partners: Broward County, Dept. of Health, CYS, municipalities, FLIPANY, Mobile Food Pantry

Anticipated Outcome: Address social determinants of health that patients experience

- (a) Increase access to patients receiving healthy foods by tracking referrals and activities
- (b) Educate patients on health, wellness and fitness by increasing physical activity opportunities
- (c) Educate residents of community resources available and how to effectively access services
- (d) Develop a web based social service and community resource platform (Aunt Bertha)

Target Completion: Ongoing; Ongoing; FY19-21

Emergency Response Tactics

GLOBAL AIM STATEMENT

To serve as the leader in emergency response including education of emergency response personnel.

Tactic #1

- Design the All Hazard Regional Response and Recovery System vehicle

Population: State of Florida residents

Partners: State of Florida Dept. of Emergency Management, FAU Dept. of Emergency Management, BSO, MHS Director of Emergency Preparedness

Anticipated Outcome:

(a) Design and build the All Hazard Regional Response and Recovery System vehicle to utilize during and after natural and man-made disasters

Target Completion: FY-19

Tactic #2

- Education of first responders through simulation

Population: First responder employees and volunteers

Partners: MHS Director of Emergency Preparedness, Broward County Human Services Division, Coordinating Council of Broward, Red Cross, Salvation Army, Volunteer Florida, United Way, Broward County Public Schools, Children's Services Council, 211 Broward, Broward Behavioral Health Coalition

Anticipated Outcome:

(a) Support a county-wide Long Term Recovery Coalition to address issues at a macro-level

(b) Provide ongoing training and simulation exercises to first responder staff and volunteers

Target Completion: Ongoing; FY19-21