

South Peninsula Hospital, Inc.
Community Health Needs Assessment
Implementation Strategy
Adopted June 28, 2017



South
Peninsula
Hospital

South Peninsula Hospital, Inc. participated in the development and implementation of a community health needs assessment (CHNA) in 2016 as part of MAPP (Mobilizing to Action through Planning and Partnership) of the Southern Kenai Peninsula, a local coalition working together to improve community health. South Peninsula Hospital is the fiscal agency for MAPP, provides the contract coordinator, and has representatives on the steering committee and work groups.

The assessment was published in December, 2016, and presented to the community in numerous methods in January and February, 2017, including but not limited to presentations at City Council, Homer Kachemak Bay Rotary, South Peninsula Hospital Board of Directors, South Kenai Peninsula Hospital Service Area Board, South Peninsula Hospital manager meeting, related agency board meetings, stories in both local newspapers, published on the www.mappofskp.net, and paper and digital copies distributed at community MAPP meetings.

The Findings

Complete assessment findings, details and breakdown of the data can be found in the complete assessment report, however the broad, relevant cross-cutting themes and findings in no particular order were:

- Lack of jobs / poor economy
- Interpersonal violence
- Opportunities to strengthen collaboration
- Aging demographics
- Recruitment and retention of healthcare workers
- Increased reliance on spiritual health
- Environmental health concerns
- Substance abuse, addiction and lack of treatment
- Communication gaps related to awareness and referral of resources, improved care coordination and case management.
- Leading causes of death are cancer and heart disease
- Mental health problems
- Barriers to Care
- Obesity

The Strategies

Listed below are the strategies South Peninsula Hospital will use to address the cross cutting themes and key health status findings and community priority from the Community Health Needs Assessment.

Family Well Being

The community health coalition chose to continue “Family Well Being” as the identified priority to be addressed in the Community Health Improvement Plan through resilience building, ACES communication (Adverse Childhood Experience) and becoming a trauma-informed community. This is a continuation from the previous CHNA and Community Health Improvement Plan and was determined based on unfavorable trending on the collective-impact dashboard of the shared

measures we agreed to track for family wellbeing. ACES scores, ages and stages screening, participation in afterschool and weekend activities, daily parent talks about school, children feeling comfortable seeking help from an adult other than a parent and attainment of a high school diploma were all measures showing no improvement.

In addition to participation at the community level to collectively address the priority theme of family issues and continue to address the measures listed above (found in the community-wide health improvement plan), South Peninsula Hospital will specifically address this in ways unique to hospital mission and capacity as follows:

- Participate as one of the five local agencies working to adopt Trauma Informed Care practices, and support the goal to become Alaska's first trauma-informed community.
- Support the MAPP Resilience Coalition through participation in the leadership team and by supporting work group priorities.
- Serve as a fiscal agent for grant applications or management related to community grants addressing the priority issue;
- Incorporate ACE (Adverse Childhood Experiences) questions into hospital screening tools.
- Offer trauma-informed care practices and work place through education and systems change.
- Support a task force to work on more convenient and affordable day care.
- Participate as a lead agency in the community Safe & Healthy Kids Fair.
- Continue to support spiritual care for patients and staff.
- Offer quarterly Safe Sitter babysitting classes to youth in grades six through eight.

Access to Care

The high cost of healthcare, inconvenient schedules, lack of anonymity & confidentiality, lack of transportation, lack of insurance and disconnect to available resources were defined as roadblocks to accessing needed care.

- Work with local agencies to support a wheel chair accessible taxi van available in the community, and have a representative on the Kenai Peninsula Borough Transportation Planning Committee to advocate for affordable local transportation.
- Offer taxi vouchers for patients who do not have transportation, or coordinate with Medicaid for patient travel.
- Maintain all elements of Patient Centered Medical Home Level II, which supports evening and weekend appointments and 24/7 online access.
- Fully adopt Athena Patient Portals for all provider interactions and outpatient clinics, which offers immediate messaging to providers, health information, data tracking and more.
- Expand the Homer Medical Center facility to add additional exam rooms and onsite ancillary services to allow for additional providers and improved access to primary care.
- Ensure waiting rooms and patient intake areas offer appropriate privacy.

- Develop an inventory of locally-available resources to be used by providers in referring necessary services.
- Develop partnerships with outlying clinics to extend our service reach, including but not limited to Ninilchik, Anchor Point and other surrounding areas.
- Offer financial counselors seven days a week to help patients qualify for programs or enroll in the insurance marketplace or other qualified insurance programs.
- Review and update policies and practices related to self-pay discounts, prompt pay discounts, financial assistance and charity care, utilizing a sliding scale based on income when possible; this information and application will be readily available to the community at time of registration, including posting on the hospital website.
- Research the possibility of creating a locally based Accountable Care Organization.
- Work to develop contract-level terms with alternative insurance providers, such as Liberty HealthShare.
- Develop and promote a self-pay discount price for high-dollar advanced imaging procedures.
- Improve communication and health education in the outlying areas, including traveling wellness programs that reach into the outlying areas and focusing on chronic illness prevention and management and conditions affecting the senior population.
- Offer promotional discounts on vital screenings or services and communicate those in an effective manner to uninsured population. Screenings will include but not be limited to colonoscopy, mammogram, bone density, PSA, cholesterol, vitamin D, thyroid, prostate, A1C, etc.
- Utilize the SPH Foundation to subsidize marketplace premiums for patients who do not qualify for government subsidies or Medicaid.
- Research tele-health services and programs to potentially expand levels of care, types of services or provide improved home care.
- Consider different schedules and hours of operation to best serve those in need.

Substance Abuse, Abuse, Mental Health and Domestic Violence

Substance use and abuse was ranked the factor most negatively affecting the community, adult and youth surveys show signs of depression and poor mental health, and reports of domestic violence and use of women's shelter are on the rise.

- Expand the behavioral health program with the addition of a counselor to further extend capacity of the provider.
- Co-sponsor community forums on addiction, and serve on and support the development of a community-wide task force for Opioid crisis.
- Continue to provide SART/SANE nursing services through the Emergency Department.
- Support a community effort to develop a new Child Advocacy Center to provide improved coordination and response to children in need, through grant writing, advocacy and data sharing.

- Work with South Peninsula Behavioral Health to share data necessary in exploring the feasibility of an inpatient treatment center.
- Provide training for all staff on the science of addiction to better reduce the stigma associated with addiction.
- Ensure ER staff are trained and empowered with up to date information on available resources.
- Support the community needle-exchange program by hosting it bi-weekly in the hospital's training center.
- Serve as the lead agency for the At Risk Maternal and Newborn working group which is working to address addiction-related concerns in this population and improve related processes.
- Offer a CDC approved pain-management program at Homer Medical Center with the goal of empowering patients to successfully manage their pain with alternate therapies to narcotics.
- Sponsor trainings for the community on responding to overdoses.
- Distribute drug-disposal bags with narcotics prescriptions in clinic and ER setting.
- Work with MAPP of the southern Kenai peninsula to help fill identified gaps in the local pathway to recovery.

Aging Population/Physical Health

The community survey identified physical health as the number one factor affecting the individual and their family, CHNA census data shows stable birth rates but an increasing population over 45 (over half the service area are 45+), heart disease and cancer are the leading cause of death and 65% of the adult population is overweight or obese.

- Adapt the hospital's Long Term Care services to meet changing needs.
- Ensure the necessary specialty services are available, including but not limited to cardiology, urology, Alzheimer's care, cancer care, pulmonary, dementia, high cholesterol, geriatric psychiatry and depression, obesity, circulatory, gastrointestinal, dental, nutrition, wound care, ophthalmology, podiatry, medication management, and other age-related health concerns.
- Tailor community health and wellness offerings to senior issues, focusing on chronic disease prevention and management.
- Sponsor a community-wide steps challenge to encourage physical activity.
- Begin offering "Walk with a Doc", a weekly or monthly walking program that invites the public to a brief presentation on a matter of health and wellness in conjunction with a walk.
- Partnerships will be created with other agencies serving seniors to prevent duplication of services and ensure comprehensive coverage of need.
- Improve the care coordination at Homer Medical Center to better utilize all local resources.
- Monthly "discounts" or promotions will be offered for relevant screenings or services related to the aging population. Screenings will include but not be limited to free speech-language

screenings, colonoscopy, mammogram, bone density, PSA, cholesterol, vitamin D, thyroid, prostate, A1C, etc.

- Get our diabetes education program certified with the American Diabetes Association, and begin offering onsite at specialty clinic and evenings at Homer Medical Center, in addition to regular outpatient visits and inpatient care.
- Utilize the employee wellness program to address health concerns of an aging employee base.
- Work environments will be adjusted as necessary to accommodate the needs of an aging workforce.
- Expand sleep medicine program to include a newly remodeled and dedicated area for sleep clinics, sleep studies and neurology clinic.
- Actively promote and utilize Home Health Services to decrease hospitalization due to chronic disease.
- South Peninsula Hospital will continue as a lead agency with Homer/Kachemak Bay Rotary Club to organize an annual community Health Fair that offers free and reduced rate screenings.
- Tailor hospital offerings at fair to address chronic illness and those affecting the senior population, such as swallowing, arthritis, diabetes, etc.
- Renovate the surgery department to offer modern heating, air conditioning and ventilation to meet the current and expected increased demand on the department for in- and outpatient procedures.
- Strengthen immunization and vaccination programs for volunteers, students, contractors and staff to improve health and reduce the spread of preventable diseases and actively participate in statewide antimicrobial stewardship program.
- Offer disease management presentations and referrals to support groups.
- Heart Disease – Cardiology and pacemaker clinics will be offered. The hospital will run specials for calcium scoring CTs, and continue to offer American Heart Association CPR/AED classes. The Education Department will create a map of the community locating all publically accessed AEDs in the community, and make that widely available.
- Cancer – Part time oncology and a fully staffed infusion clinic which offers chemotherapy four days a week will be provided. Chemotherapy availability will be added as driven by the need, and the oncology care can be increased as determined by demand. On-site pharmaceutical, surgical services, advanced diagnostic imaging, on site laboratory and an equipment loan program are all in existence for rapid cancer diagnosis and treatment, and screenings are promoted on an ongoing basis.
- Research the feasibility of adding nuclear medicine to the Imaging Department scope of service, based on demand, sustainability and radiologist's desire and specialty.
- Addressing chronic illness has been identified specifically as an FY 18 Strategic Action Item in support of the five year strategic plan.

Healthcare Professionals Recruitment and Retention

High costs of recruitment, lack of applicants and high turnover were just a few of the hurdles in maintaining the broad spectrum of professionals needed for a local healthcare system.

- Work with local providers to share recruiting strategies and costs.
- Create and implement a more robust and user friendly relocation program.
- Increase utilization of electronic, web and social media recruitment practices.
- Support a nurse residence program.
- Improve job retention by sending nursing staff to various consortium for training in hard-to-place specialties.
- Improve and monitor employee engagement through two-way communication, promotion of employee benefits and compensation and use of organizational values.

Poor local economy / Lack of jobs

One quarter of our population receives Medicaid (compared to 18% borough-wide), 27% report no medical insurance (compared to 16% nationally), 19% live below the poverty line and 23% report never having enough money for their basic needs.

- Information on self-pay and prompt pay discounts, and financial assistance will be made readily available, including posting of the applications and policies on the hospital's website.
- Improve marketing and health education will take place in outlying areas to be sure all discounts, offerings and programs are well communicated.
- Offer monthly "specials" on vital screenings or services and communicate those in an effective manner to uninsured population.
- Work with SPH Foundation to ensure continuation of scholarships for allied health, C.N.A.
- Promote and train entry level positions locally, including aids, housekeeping, dietary and more.
- Develop internships to transition students-to-work.
- Continue supporting the Kachemak Bay Campus in their C.N.A., nursing and allied health curriculums and clinical rotations.

Partnerships and Collaborations

Several findings pointed back to opportunities that might be found in improved local and borough-wide partnerships and collaborations.

- Improved partnerships and collaborations has been identified specifically as an FY 18 Strategic Action Item in support of the five year strategic plan.
- Hospital representatives will continue to work on collective improved community health through participation in MAPP of the Southern Kenai Peninsula, our local coalition working to improve community health which utilizes the MAPP framework (Mobilizing to Action through Planning and Partnerships).

- Continue offering trainings to local agencies as needed, including BLS to The Center, basic body mechanics and safety in transfers for hospice volunteers.
- Continue our collaboration with the college for student trainings, certifications and degrees related to healthcare.

Environmental Concerns

Environmental health was a top concern in two of the four sub-assessments, related to half of all factors identified in the Forces of Change.

- All florescent lighting will be upgraded to LED tubes. Loading dock has 15 fixtures to upgrade from 150 watt sodium to 18 watt LED tubes. 35% complete. Should be complete by the end of 2018. All new construction utilizes LED.
- Staff will participate in the Woodard Creek Coalition, and support and adopt the strategies identified in the Woodard Creek Strategic Plan, intended to protect and enhance the neighboring Woodard Creek and watershed.
- Pneumatic controlled thermostats will be replaced with digital controls which provides flexibility for unoccupied and night setbacks and leads to energy savings.
- Auto shutoff mechanisms will be installed on all lighting in any new construction or remodeled areas so lights will go out when room is not in use.
- Reuse, reduce and recycle will be utilized where possible, and a focus to specifically reduce paper remains underway.

Conclusion

South Peninsula Hospital, Inc. is more than just a hospital. It is a full continuum of care for the community, from birth to one's dying days. Employing more than 400 in a variety of locations, and in some areas 24 hours a day, it has numerous opportunities to engage and impact the findings of the CHNA. The items listed here are just a sampling of the specific actions that will be taken by the organization in response to the CHNA. Additionally, the organization will allow the findings to help shape decisions going forward and consider other actions or refinements to these throughout the course of the next two years based on changes in the community, the organization, opportunities that present themselves and national trends.