

# IMPLEMENTATION STRATEGY

*For Needs Identified in Community Health Needs Assessment*

## GREENVILLE REGIONAL HOSPITAL Planning for Years 2013-2014

### PROCESS

A Community Health Needs Assessment was conducted in 2013 through a consulting arrangement with the Illinois Critical Access Hospital Network. Terry Madsen, an ICAHN consultant, attorney and former educator, and community development specialist, met with hospital staff to develop a plan for assessment. Mr. Madsen facilitated three community-based focus groups consisting of health care professionals and partners, community leaders, and elected officials. All participants were selected for their roles in the community overall and with members of potentially underserved areas. Secondary data from state, federal, and private sources was reviewed by the consultant and compared to the primary data gathered. Community health needs were identified and then prioritized through that process and presented to hospital administration for review.

### COMMUNITY HEALTH NEEDS ASSESSMENT

The Community Health Needs Assessment process identified needs common to the overarching categories of elderly health needs, access to local quality health care, substance abuse, birth-related issues, communications and public information, and unconfirmed health concerns. The process prioritized those needs based on primary and secondary data gathered into the six needs statements below. The logic model addresses these needs and sub-issues:

#### 1. ADDRESSING THE HEALTH NEEDS OF AN AGING POPULATION

Wellness education and care issues and specialized services for seniors were raised in the focus groups. Secondary data confirms that the population is aging overall. The median age in the service area is currently lower than many rural areas, but this number may be influenced by the presence of a prison. Residents reporting obesity and lack of physical activity exceed statewide levels.

#### 2. ADDRESSING ACCESS TO LOCAL QUALITY HEALTH CARE

This issue was raised in several contexts related to increasing access to specialists, sustaining availability of local general practitioners, and planning for future services provided at Greenville Regional Hospital for the community in general and for underinsured and uninsured residents. All of the focus groups indicated a need for the local availability of prompt care (urgent care) for issues requiring attention after normal hours that could be addressed without an emergency room visit.

#### 3. SUBSTANCE ABUSE

Substance abuse was raised in two of the focus groups and is confirmed in the secondary data. This is an area particularly well-suited for community cooperation and collaboration.

#### 4. BIRTH-RELATED ISSUES

Higher than expected teen pregnancy rates and low birth weight percentages were identified as an issue in the secondary data, although not raised in the focus groups.

## 5. COMMUNICATIONS AND PUBLIC INFORMATION

All of the focus groups raised suggestions of the need for better communication and public information from Greenville Regional Hospital. Issues ranged from communications between emergency room staff and prison medical staff to general public information about developments at the hospital.

## 6. UNCONFIRMED HEALTH CONCERNS

The focus groups raised concerns over perceived elevated levels of cancer in the service area, especially brain cancer. One group also raised an issue related to anecdotal reports of unexplained muscle weakness in seniors. Secondary data from the National Cancer Institute indicated that the Bond County cancer rate in 2010 was comparable to national numbers and steady over time. There was insufficient data for a rating specifically for brain cancer. While unconfirmed in the secondary data, these issues may warrant further investigation by appropriate agencies or resources.

## IMPLEMENTATION STRATEGY PLANNING PROCESS

After receiving and reviewing the Community Health Needs Assessment, Greenville Regional Hospital elected to utilize the ICAHN consultant to facilitate the Implementation Strategy planning process. An advisory group was identified to create the plan for consideration by the Board of Directors. The advisory group consisted of:

- **Brian Nall**, President and CEO, Greenville Regional Hospital
- **Tammy Lett**, Chief Nursing Officer, Greenville Regional Hospital
- **Vicki Kloeckner**, Director of Human Resources, Greenville Regional Hospital
- **Mark Ennen**, Director of Finance/Accounting, Greenville Regional Hospital
- **Charles Skorzewski**, Director of Physician Practices and Laboratory, Greenville Regional Hospital

Prior to convening the advisory group, the consultant restated the needs identified and prioritized through the Community Health Needs Assessment as 11 long-term objectives and incorporated them into a right-to-left logic model designed after logic models utilized for grant reporting by the Centers for Disease Control and Prevention. The consultant then convened the advisory group and facilitated the group through the steps of strategy development. The group modified the long-term objectives to create measurable goals where possible and then developed two-year outcomes and year one and year two action steps to achieve the objectives.

The objectives, outcomes, and action steps reflect recognition of the most pressing health needs of the Greenville Regional Hospital area and the commitment to address those needs. The action steps require changes internal to the hospital as well as community-based and environmental change requiring the hospital to build or strengthen collaborations and partnerships within the community.

The advisory committee's conclusions were then submitted to the Board of Directors for consideration, modification, and adoption.

## IMPLEMENTATION STRATEGY

In response to the needs identified and prioritized in the Community Health Needs Assessment conducted in 2013, hospital staff, and the Board of Directors will work to achieve the specified objectives through the designated action steps.

### 1. ADDRESSING THE HEALTH NEEDS OF AN AGING POPULATION

#### LONG-TERM OBJECTIVE 1.1

Increase wellness education to seniors by providing wellness related information to 20% of the senior population in the service area

##### Two Year Outcomes

- Establish two new avenues of outreach for senior wellness education and care

##### Year One Activities

- Begin offering wellness programs and information at Auxiliary meetings and through the Auxiliary newsletter
- Initiate wellness education programming at the senior center

##### Year Two Activities

- Continue Auxiliary programming
- Continue senior center programming

### 2. ADDRESSING ACCESS TO LOCAL QUALITY HEALTH CARE

#### LONG-TERM OBJECTIVE 2.1

Increase wellness education to the community demonstrated by increased community participation in programs offered through strengthened partnerships

##### Two Year Outcomes

- A relationship with Greenville College to promote wellness and provide information about services
- A relationship with administration and counselors at K-12 schools to facilitate wellness programming
- “Baby Friendly” program established
- An established public wellness education program

##### Year One Activities

- Develop a relationship with Greenville College to present services and access education to students
- Begin outreach to primary and secondary schools
- Begin “Baby Friendly” program for new mothers
- Begin monthly program on local radio discussing health and wellness issues

##### Year Two Activities

- Expand the relationship and programming with Greenville College
- Expand school outreach
- Continue “Baby Friendly” program
- Continue radio programming



### **LONG-TERM OBJECTIVE 2.5**

Address the need for local prompt care by developing same day service

#### **Two Year Outcomes**

- Address urgent care issue by establishing an urgent care clinic or providing for additional availability of providers

#### **Year One Activities**

- Explore urgent care
- Recruit physicians

#### **Year Two Activities**

- Continue to explore alternative means to provide urgent care services

## **3. SUBSTANCE ABUSE**

### **LONG-TERM OBJECTIVE 3.1**

Participate with new partners in substance abuse education

#### **Two Year Outcomes**

- Begin facilitation of a community group to address substance abuse issues

#### **Year One Activities**

- Approach Bond County Health Department about the opportunity to explore a community based group to address substance abuse
- Explore a new partnership with New Vision

#### **Year Two Activities**

- Continue to develop relationships toward a community based group to address substance abuse
- Continue to work with New Vision

## **4. BIRTH-RELATED ISSUES**

### **LONG-TERM OBJECTIVE 4.1**

Reduce teen pregnancy and reduce low weight births in the service area

#### **Two Year Outcomes**

- Establish and present programming to reach teens

#### **Year One Activities**

- Initiate discussions to develop a collaborative effort with the health department and schools

#### **Year Two Activities**

- Continue to develop collaborative programs for teens and young adults

## 5. COMMUNICATIONS AND PUBLIC INFORMATION

### LONG-TERM OBJECTIVE 5.1

Improve communications between Greenville Regional Hospital and the prison

#### Two Year Outcomes

- Issues resolved

#### Year One Activities

- Propose discussion between administration and prison physicians

#### Year Two Activities

- Nothing further should be required

### LONG-TERM OBJECTIVE 5.2

Improve public information to the community from Greenville Regional Hospital

#### Two Year Outcomes

- The focus groups for this project were held at a time when there were specific circumstances at the hospital of which the public was requesting more information. Since that time, a new public information program was developed, and there is no reason to believe this is a continuing issue.

#### Year One Activities

- None

#### Year Two Activities

- None

## 6. UNCONFIRMED HEALTH CONCERNS

### LONG-TERM OBJECTIVE 6.1

Explore unconfirmed reports of health concerns

#### Two Year Outcomes

- This issue involves analysis, research, and resources that are beyond the scope and capacity of the hospital. Greenville Regional Hospital anticipates it will cooperate with any reasonable requests from potential outside partners that may look into these concerns.

#### Year One Activities

- None

#### Year Two Activities

- None

## GREENVILLE REGIONAL HOSPITAL LOGIC MODEL

STAKEHOLDERS/ RESOURCES	YEAR ONE ACTIVITIES	YEAR TWO ACTIVITIES	TWO YEAR OUTCOMES	LONG-TERM OUTCOMES
<b>Stakeholders:</b> Administrative team <b>Resources:</b> Unknown	Begin offering wellness programs and information at Auxiliary meetings and through the Auxiliary newsletter  Initiate wellness education programming at the senior center	Continue Auxiliary programming  Continue senior center programming	Establish two new avenues of outreach for senior wellness education and care	Increase wellness education to seniors by providing wellness related information to 20% of the senior population in the service area  <b>OBJECTIVE 1.1</b>
<b>Stakeholders:</b> Administrative team <b>Resources:</b> \$12,000/estimated first year budget impact	Develop relationship with Greenville College to present services and access education to students  Begin outreach to primary and secondary schools  Begin "Baby Friendly" program for new mothers  Begin monthly program on local radio discussing health and wellness issues	Expand the relationship and programming with Greenville College  Expand school outreach  Continue "Baby Friendly" program  Continue radio programming	A relationship with Greenville College to promote wellness and provide information about services  A relationship with administration and counselors at K-12 schools to facilitate wellness programming  "Baby Friendly" program established  An established public wellness education program	Increase wellness education to the community demonstrated by increased community participation in programs offered through strengthened partnerships  <b>OBJECTIVE 2.1</b>
<b>Stakeholders:</b> Administrative team <b>Resources:</b> Neutral	Develop an updated health fair utilizing technology  Plan for sustainability of the health fair	Present an updated health fair utilizing technology	Improve response time on wellness programs overall through improved technology and efficiencies	Increase wellness programs and services by implementation of technology and efficiencies measured by satisfaction responses  <b>OBJECTIVE 2.2</b>
<b>Stakeholders:</b> Administrative team and Human Resources <b>Resources:</b> \$35,000/estimated first year budget impact	Establish employee education program and lifting safety  Explore establishing strength baselines for appropriate employees  Increase participation of employees in the GRH wellness program and introduce a wellness point incentive system	Continue employee safety education programming  Continue strength baseline measurements  Expand the point incentive program for employees	Improve biometric screening results among participating employees by 10%	Increase wellness education to employees demonstrated by a 10% improvement in biometric screening results among participating employees  <b>OBJECTIVE 2.3</b>

## GREENVILLE REGIONAL HOSPITAL LOGIC MODEL

STAKEHOLDERS/ RESOURCES	YEAR ONE ACTIVITIES	YEAR TWO ACTIVITIES	TWO YEAR OUTCOMES	LONG-TERM OUTCOMES
<b>Stakeholders:</b> Administrative team  <b>Resources:</b> \$80,000 estimated first year budget impact	Evaluate specialty service needs  Continue provider mentoring in conjunction with area medical schools  Recruit physicians  Explore affiliate relationships	Continue to evaluate specialty service needs  Continue mentoring program  Recruit physicians  Explore affiliate relationships	Net general practitioner loss of zero (or net gain)	Plan for sustaining availability of general practitioners and future service providers as evidence by maintaining the number of providers and exploring specialty services as indicated  <b>OBJECTIVE 2.4</b>
<b>Stakeholders:</b> Administrative team  <b>Resources:</b> Unknown	Explore urgent care  Recruit physicians	Continue to explore alternative means to provide urgent care services	Address the urgent care issue by establishing an urgent care clinic or providing for additional availability of providers	Address the need for local prompt care by developing same day service  <b>OBJECTIVE 2.5</b>
<b>Stakeholders:</b> Administrative team  <b>Resources:</b> Neutral	Approach Bond County Health Department about the opportunity to explore a community based group to address substance abuse  Explore a new partnership with New Vision	Continue to develop relationships toward a community based group to address substance abuse  Continue to work with New Vision	Begin facilitation of a community group to address substance abuse issues	Participate with new partners in substance abuse education  <b>OBJECTIVE 3.1</b>
<b>Stakeholders:</b> Administrative team  <b>Resources:</b> \$7,000/estimated first year budget impact	Initiate discussions to develop a collaborative effort with the health department and schools	Continue to develop collaborative programs for teens and young adults	Establish and present programming to reach teens	Reduce teen pregnancy and reduce low weight births in the service area  <b>OBJECTIVE 4.1</b>

## GREENVILLE REGIONAL HOSPITAL LOGIC MODEL

STAKEHOLDERS/ RESOURCES	YEAR ONE ACTIVITIES	YEAR TWO ACTIVITIES	TWO YEAR OUTCOMES	LONG-TERM OUTCOMES
<b>Stakeholders:</b> None <b>Resources:</b> Neutral	Propose discussion between administration and prison physicians	Nothing further should be required	Issues resolved	Improve communications between Greenville Regional Hospital and the prison  <b>OBJECTIVE 5.1</b>
<b>Stakeholders:</b> None <b>Resources:</b> Neutral	None	None	The focus groups for this project were held at a time when there were specific circumstances at the hospital of which the public was requesting more information. Since that time, a new public information program was developed, and there is no reason to believe that this is a continuing issue.	Improve public information to the community from Greenville Regional Hospital  <b>OBJECTIVE 5.2</b>
<b>Stakeholders:</b> None <b>Resources:</b> Neutral	None	None	This issue involves analysis, research, and resources that are beyond the scope and capacity of the hospital. Greenville Regional Hospital anticipates that it will cooperate with any reasonable requests from potential outside partners that may look into these concerns.	Explore unconfirmed reports of health concerns  <b>OBJECTIVE 6.1</b>

## ADDITIONAL INFORMATION

### STATEMENT REGARDING NEEDS NOT ADDRESSED

All of the needs identified and then prioritized in the Community Health Needs Assessment are addressed in the Implementation Strategy. The Implementation Strategy process determined that the following needs would not be addressed further for the expressed reasons:

**1. *Improve public information to the community from Greenville Regional Hospital***

The focus groups for this project were held at a time when there were specific circumstances at the hospital of which the public was requesting more information. Since that time, a new public information program was developed, and there is no reason to believe that this is a continuing issue.

**2. *Explore unconfirmed reports of health concerns***

This issue involves analysis, resources, and research that are beyond the scope and capacity of the hospital. Greenville Regional Hospital anticipates that it will cooperate with any reasonable requests from potential outside partners that may look into these concerns.

### STATEMENT REGARDING BUDGET IMPACT

The first year new costs for the Implementation Strategy are estimated at \$134,000.

### STATEMENT REGARDING COMMUNITY BENEFIT REPORT

Greenville Regional Hospital includes a community benefits summary as part of its annual reports.