

JACKSON GENERAL HOSPITAL HEALTH NEEDS IMPLEMENTATION STRATEGY



General Information

Contact Person: Stephanie McCoy, CEO

Date of Written Plan: May 26, 2015

Date Written Plan Was Adopted by Authorized Governing Body: June 23, 2015

Date Written Plan Was Required to Be Adopted: September 30, 2015

Authorized Governing Body that Adopted the Written Plan: Jackson General Hospital Board of Directors

Was the Written Plan Adopted by Authorized Governing Body On or Before the 15th Day of the Fifth Month After the End of the Taxable Year the CHNA was Completed? Yes No

Date Facility's Prior Written Plan Was Adopted by Organization's Governing Body: May 22, 2012

Name and EIN of Hospital Organization Operating Hospital Facility: Community Health Association dba Jackson General Hospital, 55-0462730

Address of Hospital Organization: 122 Pinnell Street, PO Box 720, Ripley, WV 25271

**This Implementation Strategy has been prepared in order to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a community health needs assessment at least once every three years and adopt an implementation strategy to meet the community health needs identified through the community health needs assessment. This Implementation Strategy is intended to satisfy each of the applicable requirements set forth in final regulations released in December 2014. This implementation strategy describes Jackson General Hospital's planned response to the needs identified through the 2015 Community Health Needs Assessment (CHNA) process, and also includes a 2017 progress update. For information about Jackson General Hospital's 2015 CHNA process and for a copy of the report please visit www.jacksongeneral.com

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ABOUT JACKSON GENERAL HOSPITAL

Jackson General Hospital is a not for profit critical access hospital serving the citizens of Jackson and surrounding counties 24/7/365. We employ a kind and caring complement of healthcare providers who are committed to the health and wellness of the community.

Our mission of “saving lives, changing lives with quality healthcare, one family at a time” promotes a welcoming attitude to every patient, regardless of their ability to pay. It is our vision to be the “healthcare provider of choice for our community” and it is our honor to serve patients. We believe in community and we believe in good health, as well as good healthcare. We gear our work toward a prevention focused, evidence-based approach. We are partner’s in health with many other organizations working collaboratively to address health issues, community needs and to share or support initiatives.

We conduct Community Needs Assessments to better understand the needs of those we serve and to implement strategies to address issues like mental health and addictions, obesity, and access to care. We strive for quality, safety, and excellence, not because it is a government or payment requirement, but because it is the right thing to do! We care about our community!

ABOUT THE COMMUNITY HEALTH NEEDS ASSESSMENT

The health care needs assessment of Jackson County is the first step in a Local Health Care Initiative involving several health care entities of the community. The project team completed the health care needs assessment using the following strategies:

- Assembled an Advisory Panel comprised of representatives from community leaders, health care providers, and citizens to guide the assessment process
- Conducted primary data collection through surveys of providers, key informants, and the general population
- Collected and analyzed secondary data sources such as US Census Data, state health statistics and behavioral risk assessments
- Created a comprehensive community health care services inventory

The specific goals of the health care needs assessment were to identify:

1. *Health Care Issues of the Community*: Prevalent health care issues and gaps in the current health services delivery in this region are described. Health status and available health services as described.
2. *Vulnerable Populations*: The health care needs assessment identified persons with barriers to receiving health care services. Rural citizens are a vulnerable population in general due to the lack of specialty services and the required travel to meet many health care needs, and this region provides no exception. Children, seniors, and uninsured/under-insured citizens face the greatest barriers due to the lack of specific services that are available for these populations. If these populations are also of low income, this further compounds the barriers and subsequent access to health care.

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3. *Disparities in the Health Care Services Delivery System:* Although many health care services are offered in the region, access is influenced by a number of factors. For example, insurance status, income, and provider and community awareness all affect people's ability to access care.
4. *Health Care Resources in the Community:* An assessment was accomplished through on-site interviews with providers, interviews with Advisory Committee members, and collection of data pertaining to services in the area. This assessment created an inventory of health care services available in the Local Health Care Initiative region.
5. *Next Steps:* The project team along with the Advisory Committee developed a framework and a process for transitioning to Phase II of the Local Health Care Initiative.

The following major health issues emerged from all data sources:

- Substance and Alcohol Abuse - treatment options are needed for acute detox episodes and continuing long-term rehabilitation
- Obesity, Heart Disease as well as Diabetes – education and treatment options are needed to promote healthier lifestyles

Additional health issues were noted either in the health statistics or the survey results:

- The incidence of cancer in the county
- Poor patient compliance with cancer screening services
- Mental health treatment options – especially inpatient care and long-term follow up treatment

The Advisory Panel and project team identified the following health care issues as a “priority” (these are not ranked by importance):

- Treatment of Obesity
- Outreach to Community and Providers
- Substance Abuse Treatment
- Mental Health Services
- Dental Care for Underserved Populations
- OB/GYN Education about the availability of prenatal care/birth control
- Non-emergent Medical Transportation
- Senior Services
- Wellness Services
- Weight Management Services
- Uninsured and Underinsured Populations in the Region
- Tobacco Cessation

The Advisory Committee determined a multidisciplinary and regional effort should be established to further develop and implement solutions to identified gaps in health care services. Jackson General Hospital leadership took the lead on next steps with a goal to present the findings of the health care needs assessment to the community at large, community leaders, and

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funding agencies to provide feedback about the results obtained and to lay the foundation for future involvement in the process, as well as report on strategies.

Introduction

Three major sources of information were used to analyze the health care needs of the area. These were 1) secondary databases and the Health Care Services Inventory, 2) the key informant survey, and 3) the population survey. Each source offered a unique insight into the needs of the community and when joined provided a clearer assessment of the community's health care needs.

Findings

Health Care Issues: The key informants and the general population agreed that several health care issues were of concern and these health care issues were also noted to be of concern in the health statistics data.

The following major health issues emerged from all data sources:

- Substance and Alcohol Abuse - treatment options are needed for acute detox episodes
- Obesity and Heart Disease - the incidence of Obesity and Heart Disease is high among the population

Additional health issues were noted either in the health statistics or the survey results:

- The lack of cancer screening services
- The incidence of cancer in the region
- Mental health treatment options – especially ongoing long term outpatient treatment options

Current Health Care Services Not Meeting the Needs of the Community: Services currently offered in the community may not adequately meet the needs of the community. For example, there may be a lack of providers, the service is only available on a limited basis or the providers do not accept a particular health care insurance carrier.

Key informants and the general population agreed that the following health care services were not meeting the needs of the community and therefore, required some consideration:

- Mental health treatment options
- Non-emergency medical transportation
- Care of pediatric patients

Health Care Services that are Unavailable in the Community: Key informants and the general population identified the following services as being unavailable locally. The lack of these services may be associated with adverse health care outcomes as in the case of alcohol and substance abuse treatment options or may just be a preference as with long term care and pediatric services:

- Substance abuse treatment
- Acute detox treatment

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- Medical and Surgical specialists – neurology, cardiology, dermatology

Conclusion

Based on the research and analysis, the project team identified the following health care service issues that should be explored during the next phase of Local Health Care Initiative:

Summary of Unmet Needs and Strategies

Area of Need	Resources/Partners	Unmet Need	Strategy
Substance abuse/addiction and mental health services	Westbrook, Inc., BOMAR group Highland Hospital Jackson County Anti-drug Coalition	Additional providers Compliant patients	Recruit providers (Nurses, MLPs, MD) Promote prevention efforts in collaboration with resource partners Support prevention and education about treatment efforts
Pediatrics	One med-ped providers in the county	Additional pediatricians	Recruit pediatricians Develop referral path for specialty pediatric services with larger hospital systems (CAMC, Camden Clark)
OB/GYN care	Jackson County Health Department, MHHC, River Valley Health and Wellness	Outreach Education	Coordinate with regional providers to offer local prenatal care intermittent to Obstetric providers Provide annual women’s health events at JGH and in collaboration with Jackson County Health Department and WIC programs
Access to care for low income residents	Jackson General Hospital charity care guidelines, Morad Hughes Health Center (RHC) sliding fee scale, River Valley Health and Wellness Center (FQHC) sliding fee scale, Jackson County Health Department	Outreach Coordination of care Public awareness	Screening of low income residents for health needs Provide education to Jackson County Citizens of available services Offer regular Health Fairs (annually with Ripley Rotary and to private businesses)
Services for seniors	Jackson County Commission on Aging, Loved Ones, Home Health agencies, Ravenswood Care Center	Outreach Timely referrals to appropriate agencies Adult Day Care Center availability	Improve private duty sitter list of options Educate public of available services – home health, meals on wheels, Little Kanawha Bus

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Area of Need	Resources/Partners	Unmet Need	Strategy
Insurance issues (not having insurance or not being accepted locally)	CHIP program, insurance exchange in preparation for healthcare reform, charity care programs, sliding fee schedules	Outreach Education Assistance with application process	Collaborate with local resources to establish a resource connection to coordinate care. Assist patients with information about insurance qualifications, costs, etc. Work with state authorities to assist people to apply for health insurance through health exchanges
Weight management programs	Local physicians Weight Watcher's online TOPS	Outreach weight management clinics obesity support	Development of weight management programs in the rural health clinic Development of wellness programs
Tobacco cessation	Local physicians, Jackson General Hospital smoking cessation education, Jackson County Health Department Jackson County Schools	Outreach Education	Develop and provide smoking cessation programs with continuing support Educate youth about tobacco use and health issues Addition of Pulmonary Rehab to Jackson General Hospital services Radio program (Hospital Happenings) to share education Provide smoking cessation education to hospital inpatients that smoke
Lack of affordable non-emergent transportation for medical care, particularly for home bound individuals	Fee for service EMS, Commission on Aging bus, Little Kanawha Bus	Outreach Additional non-emergent transport services	Coordinate with local citizens to develop a transportation system affordable to Jackson County Citizens Collaborate with the Ministerial Association for assistance with transportation needs
Emergency preparedness	Jackson County Health Department Jackson County EMS Jackson General Hospital Local Law Enforcement 911 Center	Outreach	Coordinate with local authorities to provide education to the community Create and distribute emergency preparedness checklists Create and distribute emergency preparedness kits

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OUR STRATEGY FOCUS;

Based on the research and analysis, the project team has identified the following health care service issues to focus on:

1. Substance Abuse and Detoxification Treatment

- a. Inpatient facility are unavailable locally
- b. Long- term post rehabilitation treatment programs are limited
- c. Binge drinking rates higher than national targets
- d. Both key informants and general population cited this as the number one unmet need

Strategy update 2017:

- 1) This is a national crisis and many organizations are working on this issue for prevention and treatment. Jackson General Hospital will continue to support and participate in the Anti-drug Coalition efforts to increase awareness, provide education, reduce access, and support law enforcement programs for rehabilitation by partnering to host events for middle and high school students (Ravenswood-Ripley football and basketball games annually)
- 2) Provide education and treatment options to Emergency Department patients with drug overdose diagnoses
- 3) Jackson General Hospital was highly involved in the County Health Department's decision to implement a needle exchange program
- 4) Support educational efforts for drug user access to Narcan for home use
- 5) Expand the hospital's Resource Center to include resource packets for patients and families affected by the drug epidemic
- 6) In March, 2017, initiate addictions management program in the Morad Hughes Health Center

2. Comprehensive Mental Health Treatment Options (including crisis management and inpatient care

- a. Outpatient treatment options are limited in local area, especially for low-income or uninsured populations
- b. Inpatient mental health facilities are not available in Jackson County
- c. Key informants and general population cited this as an unmet need
- d. Key informants were very concerned about the care of substance abuse, mental illness, depression, and suicide

Strategy update 2017:

- 1) Jackson General Hospital is participating in a grant project with Highland Hospital to provide psychiatric telehealth services to children
- 2) Jackson General Hospital will not add mental health beds to the hospital services, but will continue to meet with and support local mental health treatment entities (Wesbrook, Highland Hospital, Aspire Occupational Rehabilitation), as well as educate providers and patients of options

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3. *Non-Emergent Medical Transportation*

- a. Key informants and general population cited transportation as a barrier to accessing care especially for certain segments of the population.
- b. Many needed health care services are lacking in the county and people need to travel to larger cities such as Charleston or Parkersburg.
- c. Lack of a comprehensive public transportation system.
- d. Limited affordable non-emergency transportation available locally, particularly for bed-bound patients.

Strategy update 2017:

- 1) Jackson General Hospital has been involved in the newly instated Para-medicine program offered in various counties and will support community Para-medicine in Jackson County when Jackson County EMS begins to participate. This will serve to reduce patient use of emergency services for non-emergent care and provide medical provider support in the home for following physician recommendations. It will also coordinate with resources to assist with social needs.
- 2) Jackson General Hospital will not address this need due to limited resources; however, Jackson General Hospital supports the ambulance levy, Little Kanawha Bus, and the Ministerial Association who all assist with transportation needs.

4. *Provider Education and Outreach*

- a. The percentage of families with children living in poverty In Jackson County is 30%. (The state rate for West Virginia is 23 %. The national benchmark is 13%.)
- b. Lower rates of immunization rates for Influenza and Pneumonia vaccines.
- c. Key informants and general population cited concern about the number of local providers accepting new patients and the availability of care for children by a pediatrician as a reason for leaving local community for health care services.
- d. Provider education regarding health screening, treatment of depression, and suicide prevention may help to improve key informant and general population's satisfaction with communities' response to these issues.

Strategy Update 2017:

- 1) Jackson General Hospital has initiated annual wellness clinics for school-age children providing a free physical and referral for screenings
- 2) JGH providers in the Morad Hughes Health clinic and in the nursing departments (Med-Surg and ED) provide health screenings and mental health screenings, as well as suicide prevention screenings during patient encounters as part of routine assessment
- 3) Jackson General Hospital will strive to meet established quality measures and improve patient satisfaction to achieve 5 star rating by CMS Hospital Compare
- 4) Recruiting efforts continue for Gynecologist, Family Medicine Physician, Pediatrician, and Emergency Medicine Physician

5. Community Education and Outreach

- a. Population survey revealed the need for improving community awareness of local health care services. The general population stated they did not know if the following services were available in the community:
 - Treatment for drug and alcohol abuse
 - Tobacco cessation
 - Treatment for mental health
 - Health care for low-income
 - Health care for seniors
 - Wellness services
 - Treatment for obesity
 - Emergency Preparedness
- b. General population cited the lack of local pediatric care as an unmet need although in rural communities, family practice typically cares for both children and adult patients. Pediatric care is also available in surrounding counties.

Strategy Update 2017:

- 1) Recruiting efforts were enhanced to hire a pediatrician.
- 2) Partnered with Memorial Health System to hire two physicians to provide interventional pain services in the clinic and OR
- 3) In the process of initiating Hematology/Oncology services through physician arrangement with Memorial Health System
- 4) Collaboration is ongoing with larger health systems for added support with pediatric care
- 5) Primary Care clinic providers have added weight management treatment to their advertised healthcare services
- 6) Marketing efforts have been expanded to provide brochures and advertisement of hospital and clinical services, as well as weekly radio program “Hospital Happenings” to share information about hospital initiatives