



Bayhealth
Milford Memorial Hospital
Implementation Strategy
2016

I. Executive Summary

Bayhealth Medical Center is Delaware's largest healthcare system in central and southern Delaware. Bayhealth's mission is to improve the health status of all members of the Bayhealth community. As a not-for-profit organization, Bayhealth invests its margin back into facilities, equipment, physician and staff training, and community outreach and education to continually meet the health needs of the communities we serve.

Bayhealth Medical Center is comprised of Kent General and Milford Memorial Hospitals, numerous satellite facilities and many employed physician practices encompassing a variety of specialties. Bayhealth is a 402-bed healthcare system with two acute care hospitals: Kent General Hospital (237 beds) and Milford Memorial Hospital (168 beds).

Bayhealth has been meeting the health needs of central and southern Delaware for over 86 years. This report summarizes the plans for Bayhealth's Milford Memorial Hospital to sustain and develop new community benefit programs that address prioritized needs from the 2012-2013 Community Health Needs Assessment (CHNA).

II. Target Areas and Populations

The Bayhealth Implementation Strategy focuses on populations with the greatest need such as low income and minority populations in Sussex County. Bayhealth will work with existing community agencies, churches, and social services agencies to identify and reach low-income and minority populations in the county.

III. How the Implementation Strategy was Developed

Bayhealth's Implementation Strategy was developed based on the findings and priorities established by the Milford Memorial Hospital's CHNA and a review of the health system's existing community benefit activities. The CHNA process was initiated jointly by the Education and Strategic Planning Departments of Bayhealth. The assessment was primarily conducted by the Education Department.

After completion of the community CHNA, published in June 2016, Bayhealth formed implementation teams to respond to each of the priority needs and each team is developing and monitoring goals and action plans.

IV. Major Needs and How Priorities were Established

Bayhealth utilized both quantitative and qualitative analyses as part of its assessment in order to fully understand the health needs of the community served. Quantitative analyses were conducted using the most recent data available from four primary sources:

- Delaware Health Tracker (a product of the Healthy Community Institutes);
- Demographic data from the Delaware Population Consortium; and,
- Demographic and socioeconomic data from the U.S. Census Bureau.

Bayhealth's initial review of data includes analysis of trends and comparisons within the community and with other Delaware counties and the state as a whole. Based on this analysis representatives from the Finance, Marketing and Diagnostic Imaging, Education departments and the Bayhealth Foundation developed discussion topics for a variety of community engagements, including open town hall community meetings, interviews with key stakeholders, focus groups, and online surveys. A variety of community settings were selected with a special emphasis on those persons and areas most impacted by health disparities. From both the quantitative and qualitative analyses, community needs were identified.

The criteria utilized to evaluate and prioritize the health needs identified through the fact-finding process include:

- The seriousness of the issue;
- The relative size of the populations affected;
- The degree to which the need particularly affected persons living in poverty or reflected health disparities;
- Alignment with Bayhealth's mission and vision;
- Availability of community resources to address the need.

The health needs were prioritized jointly by the Education and Strategic Planning Departments based on review of the data and discussions with medical staff members of Bayhealth. The prioritized health needs were then reviewed by Bayhealth's administration, with the opportunity for discussion and reprioritization as needed. The prioritization process ultimately resulted in the following four key issues for the community:

- A. Mental health/Substance Abuse
- B. Cancer
- C. Obesity/nutrition
- D. Diabetes

Mental Health/Substance Abuse Imperative

Strategic Initiative #1: Collaborate with community service partners to develop strategies to address needs in the Dover and surrounding areas.

Rationale: Improvement of communication would yield a multitude of beneficial results. Bayhealth professionals may be better educated in assessing and recognizing mental health issues, the channels through which a patient may be transferred to mental health services are improved, and access to the appropriate mental health service(s) may improve patient outcomes.

Implementation Activities:

- Partner with community services organizations, local schools, universities, and the State of Delaware to discuss specific concerns r/t drugs activity and subsequent behaviors
- Review established programs and consider replication within our service area. i.e. Colorado Health Institute's New Models for Integrating Behavioral Health and Primary Care.
- Budget necessary financial resources for the plan forward.

Strategic Initiative #2: Support or implement programs that assist people with mental health diagnoses.

Rationale: By supporting or implementing programs that target mental health specifically, patient outcomes and population health improve as a result.

Implementation Activities:

- Assess the potential implementation of tele-psychiatry in the emergency department
- By offering tele-psychiatry, access to mental health services for patients is improved providing ready access to a mental health professional; mental health services are in short supply for Kent County and this potential solution may alleviate such issues.
- Access to this service may improve patient outcomes for individuals that are seen at the emergency department with psychological conditions.
- Evaluate participation with State / Private providers to fund / support group home beds.
- Group home beds provide relief for patients who have been stabilized after psychological or substance abuse treatment.
- Evaluate participation with State/ Private providers to fund / support methadone services for individuals that lack insurance. For uninsured individuals that endure less than fortunate circumstances, the provision of methadone services allows for better recovery options and development of drug free habits.
- Implement a plan to support Screening, Brief Intervention, and Referral to Treatment

(SBIRT) for alcoholics. SBIRT aims to deliver early intervention and treatment services to individuals with addiction issues. By targeting such issues before they worsen, difficulties with recovery are reduced and potential future calamities associated with alcohol addiction may be avoided. Bayhealth may employ or designate behavioral health staff that provide early intervention services.

Cancer Imperative

Strategic Initiative #1,2,3: To implement screening and treatment programs to increase early detection and treatment of breast, lung, and prostate cancer.

Rationale: Cancer rates for breast, lung, and prostate cancer have the highest potential for improvement of patient quality of life. These cancers rank among the top five most prevalent cancers in Delaware and the United States; as a corollary, they also have the most room for patient quality of life improvement. The majority of these cancers can be improved by early screening and treatment programs if any type of carcinoma is detected. These methods are both cost effective and highly efficacious with respect to improving patient health and prognoses if anything is detected.

Breast Cancer Implementation Activities:

- Continue to promote Bayhealth's free or reduced price screenings and treatment programs for the Kent community. Bayhealth has offered this service for many years and continues to work in expanding its programs into the community.
- Continue to promote and implement outreach and education programs such as using health navigators for breast cancer screening reduction. This action plan both improves patient access as well as patient knowledge about the efficacy of breast cancer screening and treatment programs.
- Identify appropriate performance metrics for Bayhealth Physician Alliance related to the early detection of breast cancer. Identifying and setting such metrics will align physician incentives to improve patient outcomes with respect to breast cancer.

Lung Cancer Implementation Activities:

- Continue to assess the implementation of a low dose computed tomography (LDCT) program. The United States Preventive Services Task Force (USPSTF) has recently changed their guidelines with respect to lung cancer screenings. Academic research has shown significant benefits with respect to LDCT lung cancer screenings for individuals that meets certain criteria. [Ages 55-74, heavy smokers or heavy smokers who quit less than 15 years ago]
- Implement or continue community-wide smoking cessation programs.

- Assess the potential impact of a partnership with the state regarding radon testing. Radon testing has been proven to be the second leading cause of Lung Cancer and partnerships with the state and further action may help reduce the incidence of lung cancer within the Bayhealth community.
- Identify appropriate performance metrics for Bayhealth Physician Alliance related to early detection of lung cancer. By aligning provider incentive structures to better serve patients at risk of lung cancer, quality of service and patient health may be improved.

Prostate Cancer Implementation Activities:

- Continue to promote and Implement free prostate cancer screenings to members of the Kent community. By giving free screenings, potential individuals that are at risk for prostate cancer are given easier access to resources that may help them prevent malignant carcinomas from developing.
- Educate physicians on updated prostate cancer screening guidelines. Given the changes in prostate cancer screening recommendations there is a subset of physicians and patients who are unaware of new screening guidelines. By educating patient physicians, the patients who see such physicians for services such as checkups can be more easily educated regarding screening protocol and recommendations.
- Assess collaboration with the Volunteer Ambulatory Surgical Access Program (VASAP).
 - VASAP is a program that offers free outpatient ambulatory surgery to eligible low-income, uninsured residents in Kent County.
- Identify appropriate performance metrics for Bayhealth Physician Alliance related to early detection of prostate cancer. Identification of such metrics will incentivize physicians to focus on improving early detection of prostate cancer.

Obesity/Nutrition Imperative

Strategic Initiative #1: To develop programs which promote exercise and develop dietary options that promote healthy eating habits among Bayhealth employees and patients.

Rationale: As a reflection of Bayhealth's stance on obesity, it is important that Bayhealth promote a health centric lifestyle. By providing an organizational focus on education, diet, and exercise, Bayhealth aims to improve the quality of life of its patients and employees.

Implementation Activities:

- Continue to offer healthier food options in the Bayhealth cafeteria with appropriate labeling. Continue to promote a healthier environment that provides transparency on the nutritional value of its items. By making access to healthy foods easier, employees can maintain a proper diet in an easier fashion and the habituation of healthy eating is easier to develop.
- Collaborate with community service partners to develop strategies to address needs in the Dover and surrounding areas.
- Continued interaction with community groups, leaders and individuals to identify needs and strategies to support and sustain forward progress in this area.
- Budget necessary expenses related to establishing community gardens with community partners to decreased food deserts in our primary service areas.
- Actively monitor successes and failures to determine next steps.

Diabetes Imperative

Strategic Initiative #1: Promote recognition of Diabetes through early screening and early treatment of pre-diabetes disease process.

Rationale: Delaware spends \$1.1 billion a year on diabetes from screening and treatment to lost work productivity and death. The staggering cost is the second-highest health care expenditure behind mental health and more than the state pays for either heart disease or cancer. Thanks to better treatments, people with diabetes are now living longer—and with a better quality of life. People living with pre diabetes, have important choices to make that will keep them healthy.

Implementation Activities:

- Work with the Federally Qualified Health Centers (FQHC) in Bayhealth's service area to promote awareness and educational opportunities for learning how to prevent or delay the onset of a diabetes diagnosis

Strategic Initiative #2: Continue to assess programs that assist the uninsured.

Rationale: Delaware's population is 11% uninsured. The subset of individuals that are uninsured may have healthcare access issues due to factors such as lack of education, financial difficulty, or transportation difficulties. By developing programs that help such individuals, a more equitable health climate can be achieved for the Kent community.

Implementation Activities:

- Develop and/or support education programs that inform uninsured individuals of the resources available to them. Support local primary care office practices with onsite CDE support to provide real-time education to patients while they are visiting their physician.
- Participate in research with local academic centers to understand the needs of prenatal patients with gestational diabetes.
- Collaborate with the Bayhealth Foundation and Finance Department to budget necessary resources to continue supporting people diagnosed with diabetes through grants and organizational funding.

Approval

At their meeting on November _____, 2016 the Planning Committee of the Bayhealth Board of Directors approved the Community Benefit Implementation Strategy for addressing priorities identified in the most recent Community Assessment.

Bayhealth Medical Center Board Approval:

Bill Strickland, Chairman, Bayhealth Planning Committee

Date