

# HOPEDALE MEDICAL COMPLEX IMPLEMENTATION STRATEGY



A Collaborative Approach to Impacting Population Health  
in Hopedale and Surrounding Areas

# IMPLEMENTATION STRATEGY

## *For Needs Identified in the Community Health Needs Assessment*

A Community Health Needs Assessment was conducted in 2015 through a consulting arrangement with the Illinois Critical Access Hospital Network. An ICAHN consultant, attorney, former educator, and community development specialist, met with hospital staff to develop a plan for assessment. The consultant facilitated two community-based focus groups consisting of healthcare professionals and partners, including an emergency room physician with experience at Hopedale and several other hospitals, local officials, and area leaders selected for their roles in the community overall and with members of potentially underserved populations. Secondary data from state, federal, and private sources were reviewed by the consultant and compared to the primary data gathered.

The steering group met on September 2, 2015 to identify and prioritize the community health needs facing Hopedale Medical Complex. The group reviewed notes from the focus groups and summaries of data reviewed by the consultant which included Community Commons, Environmental Systems Research Institute (ESRI), Illinois Department of Public Health (IDPH), Centers for Disease Control (CDC), United States Department of Agriculture (USDA), Illinois Department of Labor, Health Resources and Services Administration (HRSA), County Health Rankings and Roadmaps, Illinois State Board of Education, National Cancer Institute, and other resources. Following the review, the group identified and then prioritized the following as the significant health needs facing the Hopedale Medical Complex service area:

### **1. WELLNESS**

Wellness, and its many issues, was discussed by both focus groups. Secondary data concerning food access and choices, obesity and healthy living indicators, supported many of those concerns. The identification and prioritization group identified wellness as a significant need that was inclusive of the various concerns raised. The group specifically identified the need to address physical inactivity among adults and the need for increased access to screenings as significant. They indicated that physical inactivity needed to be addressed in the communities with opportunities for recreation and physical activity beyond Hopedale and Hopedale Medical Complex.

### **2. MENTAL HEALTH**

Mental health concerns were raised in both focus groups and supported by the conclusions of the Healthy Tazewell Initiative. The group agreed that significant needs existed for access to mental health evaluation, local counseling, and beds in appropriate facilities for transfers.

### **3. RECRUITMENT FOR PHYSICIANS, SPECIALISTS, AND OTHER HEALTHCARE PROFESSIONALS**

The group recognized the need for recruitment of young physicians and other young healthcare professionals. They also agreed with the community leaders' focus group that there was a need for local orthopedic, oncology, and psychiatry services.

### **4. CONTINUUM OF CARE FOR PATIENTS WITH CHRONIC ILLNESS**

The group identified this as a need for continued improvement in an area that the hospital has recently undertaken some new approaches. The group saw the need as the continued expansion of post hospitalization communication and planning.

### **5. MARKETING OF LOCAL HEALTHCARE SERVICES**

Both focus groups identified concerns with information about locally available services and promotion of the use of those services. They believed that there needs to be a provider/community collaboration to work to overcome the idea that urban services are necessarily better than small town care. It was pointed out that Hopedale Medical Complex offers highly skilled general surgeons and excellent emergency care. There is very good local specialty care in some fields. The group saw a need for local information and marketing of those services, including the use of HMC satellite locations for better outreach and promotion.

## IMPLEMENTATION STRATEGY PLANNING PROCESS

The Implementation Strategy was developed through a facilitated meeting involving key administrative staff at Hopedale Medical Complex including:

- **Mark Rossi**, COO, Hopedale Medical Complex
- **Nick Penn**, CFO, Hopedale Medical Complex
- **David Rossi**, Counsel, Hopedale Medical Complex
- **Andrea Halley**, VP of Non-Clinical Operations, Hopedale Medical Complex
- **Emily Whitson**, VP of Clinical Operations, Hopedale Medical Complex
- **Melody Cowdrey**, VP of Revenue Cycle, Hopedale Medical Complex

The group reviewed the needs assessment process completed to that point and considered the prioritized significant needs and supporting documents. They discussed steps taken to address the previous Community Health Needs Assessment. They also considered internal and external resources potentially available to address the current prioritized needs. The group then considered each of the prioritized needs. For each of the five categories, actions the hospital intends to take were identified along with the anticipated impact of the actions, the resources the hospital intends to commit to the actions, and the external collaborators the hospital plans to cooperate with to address the needs. The plan will be evaluated by periodic review of measurable outcome indicators in conjunction with annual review and reporting.

### 1. WELLNESS

Wellness, and its many issues, was discussed by both focus groups. Secondary data concerning food access and choices, obesity and healthy living indicators, supported many of those concerns. The identification and prioritization group identified wellness as a significant need that was inclusive of the various concerns raised. The group specifically identified the need to address physical inactivity among adults and the need for increased access to screenings as significant. They indicated that physical inactivity needed to be addressed in the communities with opportunities for recreation and physical activity beyond Hopedale and Hopedale Medical Complex.

*Actions the hospital intends to take to address the health need:*

- Explore partnering with the city of Atlanta to develop a park to provide a location for exercise, recreation, and other wellness related activities
- Expand screenings for biometrics, diabetes, and other chronic illnesses, including free and reduced screening opportunities beyond the campus of Hopedale Medical Complex and surrounding communities
- Explore partnering with local businesses to provide free screenings in the communities in the service area
- Develop a Community Wellness Council to guide the implementation of wellness strategies in schools and their communities
- Monitor increases in numbers of persons reached and number of persons referred to further services based on results of free or low cost screenings

*Anticipated impact of these actions:*

- Increased access to wellness opportunities beyond Hopedale and the Hopedale Medical Complex campus
- Increased access to screenings for chronic illness for person in remote rural locations of the service area
- Increased access to screenings for chronic illness for persons who are uninsured or underinsured
- Increased collaboration among healthcare providers, school leaders, and community members to address wellness issues

*Programs and resources the hospital plans to commit to address the health need:*

- Administration
- Wellness Center Program Manager
- Nursing

*Planned collaboration between the hospital and other facilities or organizations in addressing the health need:*

- City of Atlanta
- Local businesses
- School districts
- Churches
- Referral partners

## 2. MENTAL HEALTH

Mental health concerns were raised in both focus groups and supported by the conclusions of the Healthy Tazewell Initiative. The group agreed that significant needs existed for access to mental health evaluation, local counseling, and beds in appropriate facilities for transfers.

*Actions the hospital intends to take to address the health need:*

- Continue to build the referral list for transfer beds for mental health patients needing inpatient care. This is an issue beyond the control of Hopedale Medical Complex, but the hospital continues to aggressively look for resources for transfer beds for mental health patients.
- Continue to explore relationships for local counseling services
- Explore formation of a local community coalition to address substance abuse from prevention through recovery
- Create, and make available to the public, a directory of mental health services available in and near the Hopedale Medical Complex service area
- Survey local faith-based providers for possible mental health services

*Anticipated impact of these actions:*

- Develop new resources for transfer beds and increase access to transfers for mental health patients best served by inpatient care
- Better education about available local services should increase access to local services by persons seeking mental healthcare without referrals
- Identify mental health services available through the local faith-based community and encourage awareness and utilization of those services where appropriate
- Improve access for mental health services for all, including the underinsured and uninsured

*Programs and resources the hospital plans to commit to address the health need:*

- Administration
- Nursing

*Planned collaboration between the hospital and other facilities or organizations in addressing the health need:*

- Safety Net
- Unity Point
- Faith-based partners
- Other mental health services providers
- Community organizations

## 3. RECRUITMENT FOR PHYSICIANS, SPECIALISTS, AND OTHER HEALTHCARE PROFESSIONALS

The group recognized the need for recruitment of young physicians and other young healthcare professionals. They also agreed with the community leaders' focus group that there was a need for local orthopedic, oncology, and psychiatry services.

*Actions the hospital intends to take to address the health need:*

- Continue recruitment efforts and complete recent recruitment arrangements for primary care physicians
- Continue recruitment efforts for local specialist services
- Explore development of affordable housing opportunities to attract healthcare professionals to the Hopedale Medical Complex

*Anticipated impact of these actions:*

- Improved access to primary care physicians in the near future
- Improved access to local specialists
- Improved access to healthcare professionals including therapists, nurses, and other providers

*Programs and resources the hospital plans to commit to address the health need:*

- Administration

*Planned collaboration between the hospital and other facilities or organizations in addressing the health need:*

- Illinois Housing Development Authority

#### 4. CONTINUUM OF CARE FOR PATIENTS WITH CHRONIC ILLNESS

The group identified this as a need for continued improvement in an area that the hospital has recently undertaken some new approaches. The group saw the need as the continued expansion of post hospitalization communication and planning.

*Actions the hospital intends to take to address the health need:*

- Develop and implement a comprehensive chronic illness management program
- Expand rehabilitative services to add pulmonary rehabilitation to cardiac rehabilitation services

*Anticipated impact of these actions:*

- Better management of persons with or at-risk for chronic illness including case coordination, patient participation, and home-based services
- Access to local pulmonary rehabilitation services

*Programs and resources the hospital plans to commit to address the health need:*

- Administration
- Chronic Care Coordinator

*Planned collaboration between the hospital and other facilities or organizations in addressing the health need:*

- Primary care physicians
- Specialists
- Home health services providers

#### 5. CONTINUUM OF CARE FOR PATIENTS WITH CHRONIC ILLNESS

Both focus groups identified concerns with information about locally available services and promotion of the use of those services. They believed that there needs to be a provider/community collaboration to work to overcome the idea that urban services are necessarily better than small town care. It was pointed out that Hopedale Medical Complex offers highly skilled general surgeons and excellent emergency care. There is very good local specialty care in some fields. The group saw a need for local information and marketing of those services, including the use of HMC satellite locations for better outreach and promotion.

*Actions the hospital intends to take to address the health need:*

- Expand the website
- Expand social media presence
- Expand public information regarding services and activities through local media
- Continue to grow a volunteer pool across the service area

*Anticipated impact of these actions:*

- Increased awareness among the public of the services offered at Hopedale Medical Complex
- Increased use of healthcare services by underinsured and uninsured persons previously unaware of the scope of services available locally

*Programs and resources the hospital plans to commit to address the health need:*

- Director of Marketing
- Department directors
- Wellness Center manager

*Planned collaboration between the hospital and other facilities or organizations in addressing the health need:*

- Consultants

## STATEMENT REGARDING ISSUES NOT ADDRESSED

All of the needs identified and prioritized by the Steering Committee in the Community Health Needs Assessment were addressed in the Implementation Strategy.

### **Committed Resources**

In addition to staff and facility resources, Hopedale Medical Complex has budgeted a percent increase in spending for discretionary community benefit activities that will help support this Implementation Strategy.

### **Approval**

The Hopedale Medical Complex Board of Directors reviews on an annual basis the prior fiscal year's Community Benefit Role and approves the Implementation Strategy for addressing priorities identified in the most recent Community Health Needs Assessment and other plans for community benefit.

This Implementation Strategy for the Community Needs Assessment of Hopedale Medical Complex was approved by the Hopedale Medical Complex Board of Directors on this 27th day of May, 2016.

**NOTES:**

