

The New London Hospital Association, Inc. 2015 CHNA Implementation Plan



The New London Hospital Association, Inc.

2015 CHNA Implementation Plan

Introduction

The purpose of the following Community Health Needs Assessment (CHNA) Implementation Plan is to describe how The New London Hospital Association, Inc. (NLHA) uses and plans to use its resources to address community health needs and to meet the requirement of the Patient Protection and Affordable Care Act of 2009, which requires not-for-profit hospitals to develop and act on a recorded CHNA Implementation Plan (CHIP). Community Health Needs are identified through community surveys, focus groups, key informant interviews and objective data gathered from state and federal registries. The CHIP aligns with what is reported on the Federal IRS Form 990 Schedule H, *Hospitals* community benefit tax filing to demonstrate how not-for-profit hospitals meet their charitable mission.

In the second quarter of 2015, NLHA conducted a CHNA. The results of that assessment, along with demographic data and health status indicators from state and federal resources, identified priority community health concerns. There is much in common with the 2012 Community Health Needs Assessment, however it is notable that access to mental health care, not listed along the “top 10” 2012 concerns, features prominently in 2015, and alcohol and drug misuse also received increased emphasis. Access to dental health care appears newly as a top need in 2015, as does transportation.

The following CHIP identifies the support NLHA provides to our community. Where we do not take a lead role, we participate with our community partners to support their work, understanding a coordination of efforts is required to make an impact on the complex social issues we face. Our collective effort is our best strategy to move toward improved health and well-being.

Understanding the Geographic Area We Serve

NLHA serves 15 towns in the Lake Sunapee region of New Hampshire with a resident population of nearly 33,000 people. Our service area includes portions of both Merrimack and Sullivan Counties. Sullivan County is federally-designated as “medically underserved”—defined as “Residents have a shortage of personal health services (factors used in determining designation include: percent of population with income below poverty level; percent of population age 65 and older; infant mortality rate; and the computed ratio of full-time equivalent primary care physicians per thousand population).” There is significant economic diversity among these 15 communities, with nine reporting median household income above the New Hampshire figure of \$64,916, and six service area towns having median household income below that figure. The percent of children in poverty (using the definition of those under age 18 living below 200% of the Federal Poverty Level) in the overall service area is 26.4%, slightly less than the statewide measure of 27.2%. 22% of families in the service area are in this category. Reported alcohol use by high school age youth is higher than the state average. The area is substantially older than the state average of 14.2% over age 65, at 18.5%. This aging population plays a major role in shaping the delivery and cost of healthcare services both today and into the future. Likely related to age, the percentage of the area’s population with at least one functional disability (13%) exceeds the state rate. (Figures from US Census Bureau.)

Addressing Community Needs

- ❖ The following priorities were identified as top concerns in the 2015 CHNA and are addressed by NLHA in the 2015 CHIP:
 - Access to Mental Health Care
 - Alcohol and Drug Misuse Including Heroin and Misuse of Pain Medications
 - Access to Enough and Affordable Health Insurance; Cost of Prescription Drugs
 - Lack of Physical Activity; Need for Recreational Activities, Active Living
 - Poor Nutrition/Unhealthy Food
 - Health Care for Seniors
 - Income, Poverty and Family Stress (from the standpoint of low income as a barrier to access to care)
- ❖ Although related to various identified priority needs, the following areas did not come forward specifically in the CHNA, but NLHA supports these vital services, and their impact and anticipated outcomes are also addressed in the 2015 CHIP:
 - Assistance with Care Coordination and Health System Navigation
 - Emergency Preparedness
 - Wellness Promotion and Disease Prevention (related to Active Living and Nutrition concerns listed above)
 - Health Professions Education and Training
 - Community Building/Financial Contributions
- ❖ While the 2015 CHIP comments on these needs, the following identified in the 2015 CHNA as priority concerns are not extensively addressed by NLHA because to date they have fallen outside our mission:
 - Access to Dental Health Care
 - Transportation

Access to Health Care Services (Primary, Specialty Medical, Mental Health & Dental Services)

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
Financial counseling, assistance to enroll in NHHPP (expanded Medicare) or Health Insurance Marketplace	100 encounters	Similar to FY15	<p>FY16 Plan</p> <ul style="list-style-type: none"> Continue work of Patient Financial Services to help enroll community members in the Health Insurance Marketplace, as well as to provide assistance in obtaining expanded Medicare and offering general financial counseling Continue subsidy to primary and specialty care practices in New London and Newport Recruit primary and specialty care providers, pursuing new connection with regional medical school Continue to provide office space at Newport Health Center at below market rate for Counseling Associates, and build expanded space into new Newport Health Center Pursue telehealth for both medical and behavioral needs Build oral health space into new Newport Health Center and seek partner for services <p>Anticipated Impact</p> <ul style="list-style-type: none"> Improved access to medical and behavioral health care Improved access to early detection and prevention services Decrease number of unnecessary acute emergency room visits Continue workforce recruitment to assure ongoing availability of high quality providers Improved access to preventive and acute oral health services
Subsidy to NLH Medical Group	Primary care recognizes an annual financial loss	Continue subsidy	
Sullivan County Grant—maternal and child low-income services at Newport Health Center	93 patients, 478 encounters	Continue, with change that includes SBIRT drug addiction prevention srvc	
Tiger Treatment Center at Newport Middle High School—school-based primary care, plus immunization and concussion management programs	88 student visits	Similar to FY15	
Access to mental health services in Newport, plans for expansion	Provision of rented office space in Newport Health Center	Continued provision of space, building additional for FY17 forward	
Extended hours— evening(s) and/or Saturdays	NL Pediatrics—840 visits NL Med Practice— 568 visits Newport Health Center— 1,027 visits	Similar to FY15	
Physician services at Proctor Academy in Andover	2.5-3 hours per week in school year	Similar to FY15	

Access to Health Care Services (Continued)

(Primary, Specialty Medical, Mental Health & Dental Services)

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
Part-time medical and psychiatric physician services at Colby-Sawyer College	On-campus care for students	Similar to FY15	Plan to Evaluate <ul style="list-style-type: none"> • Monitor health status indicators including rates of ED visits for behavioral health and ambulatory sensitive conditions (e.g. diabetes and asthma) • Monitor percent of adult patient population without health insurance coverage • Monitor percent of adult patients who have not seen a dentist in the past year • Monitor percent of adult patient population without a personal doctor or healthcare provider • Monitor preventive health measures including percentage mammograms, colon cancer screening, immunization rates, depression screening, visits to dentists within the last year • Monitor indicators for chronic disease including diabetes, heart disease, hypertension, asthma, overweight and obese
HRSA Telehealth Network Grant for psychology and medical	Dr. S. Powell directing grant to develop CREST Telehealth Network	Continue—estimated 50 hrs Dr. Powell	
Emergency Medical Services for Children Grant—pediatric training for EMS workers	Dr. S. Powell Site Director, estimated 50 hrs	Continue—estimated 50 hrs Dr. Powell	
HRSA Small Healthcare Provider Grant—teaching quality, Greenbelt, systems improvement at Newport Health Center	Dr. S. Powell Physician Liaison, estimated 50 hrs	Continue—estimated 50 hrs Dr. Powell	
Rural Health Network Telepsych Development	Dr. S. Powell Primary Investigator, estimated 50 hrs	Continue—estimated 50 hrs Dr. Powell	
Paid advertising in free publications	Accessible service information	Similar to FY15	
Future access to oral health services—Space to be built for embedded oral health care at new Newport Health Center	N/A	Included in new building, with partner to be sought for FY17 forward	
Ongoing workforce recruitment/enhancement	Hired 3 PCPs, 1 ortho PA; added various DH providers; significant HR/other time	Similar to FY15	

Access to Affordable Health Insurance & Affordability of Medical Care and Prescriptions

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
Financial Assistance Counseling (Includes Health Insurance Marketplace Assistance)	100 encounters—see Access to Health Care Services	Similar to FY15	<p>FY16 Plan</p> <ul style="list-style-type: none"> Continue to provide financial assistance counseling to review federal, state and community resources Provide Medication Bridge prescription medication assistance counseling for free and low cost medication options Continue charity care to improve access to medical and preventative health services <p>Anticipated Outcomes</p> <ul style="list-style-type: none"> Improved access to early detection and disease prevention services by enrolling community members in Health Insurance through the marketplace Decrease number of unnecessary acute emergency room visits Medication availability for those in need Improved access to medical and behavioral health care throughout service area, removing lack of ability to pay as a barrier to care <p>Note that, while not addressing causes of Income, Poverty and Family Stress or seeking to alleviate that set of needs, these efforts are meant to assure that care is available to all regardless of income or insurance.</p> <p>Plan to Evaluate</p> <ul style="list-style-type: none"> Monitor health status indicators including rates of ED visits for behavioral and ambulatory sensitive conditions (e.g. diabetes and asthma) Monitor values of charity care and bad debt, as indicators of increasing effective insurance coverage Monitor preventive health measures including percentages for mammograms, colon cancer screening, immunization rates Monitor indicators for chronic disease including for diabetes, heart disease, hypertension, asthma, depression, overweight and obese
Medication Bridge Prescription Assistance	60 clients ordered prescriptions valued at \$80,000+--24 hrs/wk staffing	Similar to FY15	
Charity Care	\$1,014,000*	Continue to support community need	
Bad Debt	\$1,688,547*	Continue to support community need	
Medicare costs exceeding reimbursement	\$992,700**	Continue to support community need	
Medicaid costs exceeding reimbursement	\$767,516**	Continue to support community need	

*not yet audited **annualized estimate from FY14 results



Alcohol and Drug Abuse Prevention & Access to Treatment

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
Naloxone/Narcan kits deployed to Newport Health Center for distribution to patients	One of first regional health clinics participating	Continue support and expand protocols	<p>FY16 Plan</p> <ul style="list-style-type: none"> • Maintain, administer and prescribe naloxone/Narcan doses according to latest guidelines • Regularly screen patients for opioid use • Initiate SBIRT services at Newport Health Center through Sullivan County Grant • Explore and implement expanded actions around growing opioid crisis, to potentially include community education, additional assessments, early intervention, other • Continue to provide office space for Counseling Associates at Newport Health Center • Continue to provide AA and Al-Anon meeting space • Promote smoking cessation through Wellness Connection employer network • Work with community partners to reduce unauthorized access to prescription drugs with drug take back programs <p>Anticipated Impact</p> <ul style="list-style-type: none"> • Decrease number of drug and alcohol related acute emergency room visits • Improved access to preventive and acute substance abuse services <p>Plan to Evaluate</p> <ul style="list-style-type: none"> • Monitor substance abuse indicators including rates of ED visits for alcohol and substance abuse conditions • Monitor drug and alcohol misuse status • Maintain health status measures for smoking • Monitor suicide rates
Provide SBIRT (Screening, Brief Intervention and Referral to Treatment) services for Mothers and for Children under age 18 at Newport Health Center	N/A	Thru Sullivan County Maternal and Child Health Grant	
Explore and possibly implement expanded opioid prevention and treatment services	N/A	TBD	
Support for onsite mental health services	Provision of Newport Health Center rented space	Similar to FY15	
Provide year-round weekly meeting space for Alcoholics Anonymous and Al-Anon	Convenient community location at no charge	Similar to FY15	

Assistance with Care Coordination & Health System Navigation

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
<p>Care Management for patients with high care needs:</p> <ul style="list-style-type: none"> • Improve access to healthcare • Guide/educate to manage chronic conditions <ul style="list-style-type: none"> ○ Patient counseling and support ○ Refer to community supports: mental health counseling, dental services, meals on wheels, etc. • Assist with arranging financial solutions • Assist with access and administration of medication • Assist with coordination of hospital discharge, including home care, nursing home and mental health care 	<p>3 Social Workers and 2 Transitional Care Nurses who provide assistance as described</p>	<p>Similar to FY15</p>	<p>FY16 Plan</p> <ul style="list-style-type: none"> • Continue subsidy to Care Management • Expand service to provide care coordination for patients seen through the Emergency Department <p>Anticipated Impact</p> <ul style="list-style-type: none"> • Improved transition from inpatient to home setting • Improved access to early detection and disease prevention services • Improvement in disease management and prevention leading to decrease in number of unnecessary acute emergency room visits • Improved access to medication and coordination of medication for those in need • Improved access to needed community support services <p>Plan to Evaluate</p> <ul style="list-style-type: none"> • Monitor percent of adult population without a personal doctor or healthcare provider • Monitor health status indicators including rates of ED visits for ambulatory sensitive conditions • Monitor preventive health measures including percentages for mammograms, colon cancer screening, immunization rates, depression screening • Monitor indicators for improved outcomes for chronic disease including for diabetes, heart disease, hypertension, asthma, overweight and obese • Monitor number of patients supported by Care Management program
<p>Gas cards and taxi vouchers for transportation to/from medical services</p>	<p>40+ encounters</p>	<p>Similar to FY15</p>	
<p>Chose current site as location of new Newport Health Center, being on public transportation route</p>	<p>Plans to rebuild on current site</p>	<p>Rebuild on current site</p>	

Emergency Readiness & Response

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
New London Ambulance Service—services to 7 towns	1,702 ambulance responses	Similar to FY15	<p>FY16 Plan</p> <ul style="list-style-type: none"> • Continue any necessary subsidy to ambulance service to assure emergency transport access • Invest in additional ambulance equipment and staff • Addition of Mt. Sunapee Resort to ambulance contract and entirety of town of Sunapee • In partnership with local EMS system continue training to assure skill of community first response • Continue participations with Town of New London, Greater Sullivan County Public Health Region and District C-5 to assure coordinated community emergency responses • Continue strategies for emergency public information, warning and response <p>Anticipated Impact</p> <ul style="list-style-type: none"> • Maintain excellence in 911 readiness for towns served and have ability to provide mutual aid in the region as needed • Ensure timely and effective communication and integrated emergency response <p>Plan to Evaluate</p> <ul style="list-style-type: none"> • Review of ambulance statistics • Post-incident debriefings
Regional EMS Conference	150 attendees	Similar to FY15	
CPR Program and EMS Continuing Education	29 community students	Similar to FY15	
Emergency Operations Center with Town of New London	Staff representative	Similar to FY15	
Town Dispatch Committee	Staff representative	Similar to FY15	
Greater Sullivan County Public Health Region Emergency Preparedness	Staff representative	Similar to FY15	
C5 Emergency Medical Services District	Staff representative	Similar to FY15	
Staff support for emergency preparedness community drills	Coordination of region- wide emergency response drills	Similar to FY15	

Wellness Promotion & Disease Prevention

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
<p>Health Promotion and Disease Prevention through Education, Programs, Fairs on:</p> <ul style="list-style-type: none"> • Active living • Advance care directives and POLST • Back pain • Breast cancer detection • Cancer research (Relay for Life team) • Diabetes care • Nutrition and weight management • Ohler Lecture—Mediterranean Diet • Osteoarthritis prevention/care • Safe Sitter 	750+ encounters	Similar to FY15	<p>FY16 Plan</p> <ul style="list-style-type: none"> • Continue to provide programming to address health risk behaviors, providing sessions for all ages in sites throughout service area • Ohler Lecture on palliative care and hospice in response to community need and interest • Continue breast and cervical cancer screening initiatives • Promote other screening and early detection through programs and publications • Provide chronic disease self-management education and programs • Continue work with community partners and provide leadership for The Wellness Connection and its educational components, with emphasis on health eating and active living • Continue Fit for Life program of physical activity for students, to also include nutrition education and activities <p>Anticipated Outcomes</p> <ul style="list-style-type: none"> • Improved health status indicators • Continued participation in community programs, trainings and screenings • Non-athlete students have guided physical activity outside of school
Breast and cervical cancer prevention and early detection (participation in NH Breast and Cervical Cancer Program)	65 patients received free or reduced rate BCCP screenings	Planning for up to 105 BCCP patients	<p>Plan to Evaluate</p> <ul style="list-style-type: none"> • Track health status measures including measures of obesity and overweight • Monitor health status indicators including rates of ED visits for ambulatory sensitive conditions (e.g. diabetes and asthma) • Monitor community rates of chronic disease including diabetes, heart disease, hypertension • Track percent of deaths due to breast or cervical cancer • Track participation in Fit for Life
Fit for Life for Newport Middle High School students	82 students	Similar to FY15	
Exploring CCRC potential for senior residences on land owned adjacent to hospital, with new emphasis on srvcas supporting aging in place	Discussions with interested third party, consideration of other community resources	Unknown	

Wellness Promotion & Disease Prevention *(Continued)*

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
<p>The Wellness Connection community health initiative, directed by NLH staff member, with emphasis on healthy eating and active living</p>	<p>Invested 90% staffer salary/benefits plus other expenses to:</p> <p>Develop employer network, with CDC Worksite Wellness Scorecard completed by 19 employers to assess wellness programs/policies and provide recommendation</p> <p>Conduct Needs & Interest survey—sent to over 1,600 employees, with 599 respondents</p> <p>Conduct community health education programs and participate in health fairs, in conjunction with Community Relations Department</p> <p>Make first round of 4 mini-grants for healthy eating and/or active living: \$3,717 granted</p>	<p>Similar to FY15</p>	<p>FY16 Plan</p> <ul style="list-style-type: none"> • Possibly continue developing employer network • Continue to offer wellness education and activities in community • Continue mini-grant program <p>Anticipated Outcomes</p> <ul style="list-style-type: none"> • Improved health status indicators • Making healthy choices becomes easier throughout community <p>Plan to Evaluate</p> <ul style="list-style-type: none"> • Track health status measures in employer network, including measures of obesity and overweight, with prior surveys providing baselines • Collect evaluations and assessments from education session attendees

Health Professions Education—Workforce Enhancement

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
Coordination of clinical placement and provision of supervision for health profession students including nursing, pharmacy, medical assistants, APRN, PA, Physical/Occupational Therapists, Laboratory, Radiology, Quality, etc.	Provided clinical placement and preceptors for 122 students	Similar to FY15	<p>FY16 Plan</p> <ul style="list-style-type: none"> • Continue to serve as a training site for health care students in areas listed • Continue Caring Student Intern program to provide an opportunity for local high school students to experience professional health care setting firsthand • Pursue providing clinical rotations for students from medical school in region • Periodically partner with local non-healthcare students to help meet their academic internship needs, as a community workforce participant
Job shadow and career awareness	Hosted 6 high school students interested in healthcare careers with Caring Student Intern Program	Similar to FY15	<p>Anticipated Impact</p> <ul style="list-style-type: none"> • Influence availability of quality health care professionals in the future • Help assure supply of health care providers in community • Invest in local workforce for today and tomorrow
Participation with Colby-Sawyer College in community support of student practicum requirement	Provided required internship placement for one college student (n non-healthcare field)	Similar to FY15	<p>Plan to Evaluate</p> <ul style="list-style-type: none"> • Follow state and national trends for health care provider shortages • Require student evaluations of their placements/programs

Community Building & Financial Contributions

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
<p>NLHA works with diverse community partners to promote and protect the health of our community. Our role is not to simply treat illness, but to join with partners to prevent illness and injury and support those organizations that make our community a healthy place to live.</p> <p>The “give back” in the category is not always quantifiable. The people of NLHA share their expertise and energy with many partners dedicated to the social, mental and physical health of our community. Active participation in Boards of Directors, Committee work and program activities in 2015 include but are not limited to:</p> <ul style="list-style-type: none"> • American Association of Healthcare Administrative Management • American Cancer Society • American Hospital Association • American Hemophilia and Thrombosis Network • American Heart Association • American Red Cross • Association of Fundraising Professionals • Crotched Mountain Rehabilitation Center • Healthcare Financial Mgmt Assoc • KLS Community Food Pantry • Lake Sunapee Region Chamber of Commerce 	<p>Strengthening of economic and social welfare of communities we serve</p> <p>Strengthening of the public health infrastructure</p> <p>Improvement in access to healthy foods and opportunity for physical activity</p> <p>Support of disease prevention and research</p>	<p>Similar to FY15</p>	<p>FY 16 Plan</p> <ul style="list-style-type: none"> • Continued involvement with community partners to support and improve the health and well-being of our community <p>Anticipated Outcomes</p> <ul style="list-style-type: none"> • Improved social and economic conditions as well as improved well-being for the regions we serve <p>Plan to Evaluate</p> <ul style="list-style-type: none"> • Survey of participants indicating how their participation benefits communities

Community Building & Financial Contributions *(Continued)*

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
<p><i>Continued from page 12</i></p> <ul style="list-style-type: none"> • Mid Vermont School • New England Association of Directors of Healthcare Volunteer Services • New England Life Care NH • Association for Rehabilitation Administrators • NH Falls Prevention Task Force • NH Health Plan • NH Society of Health System Pharmacists • NH/VT Assoc of Healthcare Volunteer Services • New London Area Clergy Association and Ecumenical Services • New London Rotary • Open Hands Mission • Upper Valley Hostel 	See above.	See above.	See above.
<p>Free use of meeting space for:</p> <ul style="list-style-type: none"> • Adventures in Learning • Al-Anon • Alcoholics Anonymous • C5 New England • Caring Student Intern • CHNA Leadership Training • CME • CPR Training • EMS Training • Greater Sullivan County Infection Control • NH/VT Assoc of Volunteer Supervisors 	<p>Strengthening of economic and social welfare of communities we serve</p> <p>Strengthening of the public health infrastructure</p> <p>Support of disease prevention and treatment</p>	Similar to FY15	

Community Building & Financial Contributions *(Continued)*

NLHA Response	FY15 Investment and Outcomes	Anticipated FY16 Investment	FY16 Plan — Anticipated Impact — Plan to Evaluate
<p><i>Continued from page 13</i></p> <ul style="list-style-type: none"> • New London Rotary • Relay for Life--American Cancer Society • Safe Sitter • Vital Communities • Wellness Education 	See above.	See above.	See above.
<p>Direct monetary contributions in support of health-related community activities:</p> <ul style="list-style-type: none"> • American Cancer Society • American Heart Association • Mt. Sunapee Area Ski Club • NEHSA • New London Rotary Club health career scholarship • Sutton Athletic Fields • Turning Points Network • Wilmot Community Association 	Donations of \$6,475	Similar to FY15	