

Community Health Improvement: Implementation Strategy Plan

Bellevue Medical Center

Summary of Project Background and Regulatory Requirements

As part of the Accountable Care Act (ACA), the Internal Revenue Service (IRS) has implemented new requirements for all tax exempt hospitals with an Internal Revenue Code (IRC) designation of 501 (c) (3). The new guidelines require not-for-profit hospitals to show good faith efforts toward improving the health of the communities they serve. As part of the requirement, hospitals are to perform a community health needs assessment (CHNA) every three years, and to develop an associated community benefit implementation strategy plan (ISP). The plan must include a strategy to address each of the needs identified by the CHNA, or provide adequate justification for not addressing any identified need.

In fiscal year 2012, The Nebraska Medical Center collaborated with the local hospital health systems, the local county health departments, and Live Well Omaha to engage Professional Research Consultants (PRC) to conduct and interpret the required CHNA survey. This survey included Douglas, Sarpy, Cass, and Pottawattamie Counties in Nebraska.

To meet IRS compliance, the CHNA survey results were made widely available to the public through Bellevue Medical Center’s website on June 30, 2013. This document outlines the ISP that was created under the advisement of the Community Benefits Planning and Implementation Committee (CBPIC).

Identified Community Needs:

The nine community needs listed in the table below were identified as top priorities during the CHNA survey process. Particular prevalence for each of these identified needs was found within the geographic boundaries of Northeast and Southeast regions of the Omaha Metropolitan area.

Access to Health Services	Mental Health and Disorders	Heart Disease and Stroke
Maternal, Infant, and Child Health	Diabetes	Nutrition and Weight Status
Sexually Transmitted Diseases	Oral Health	Substance Abuse

Demographic Information

The Nebraska Medical Center is a state licensed hospital under IRC Section 501(c) (3) serving international, regional, state and local communities. The Nebraska Medical Center is a majority owner of the for-profit hospital, Bellevue Medical Center, and as such, was required to conduct its CHNA to include the county served by Bellevue Medical Center. Further, the requirement states that BMC must have a board-approved implementation strategy plan to address the needs of the community it serves.

Bellevue Medical Center is jointly owned by The Nebraska Medical Center, academic physicians from UNMC Physicians and private doctors from Omaha, Bellevue and surrounding communities.

Bellevue Medical Center is proud to serve a diverse area that includes the city of Bellevue, the men and women that serve at Offutt Air Force Base and the citizens of Sarpy County and the surrounding areas. The statistics below describe BMC’s target market, which crosses state, city and county borders, as a ten mile radius emanating out from the hospital’s location. This local area represents the majority of our inpatient and outpatient discharges and visits.

The 2012 estimated population for this local area is 380,457. The estimated race and origin breakdown of the population is below.

White Non-Hispanic	290,302	76 percent
Black Non-Hispanic	24,542	6 percent
Asian Non-Hispanic	9,205	2 percent
Two or More Races	47,464	12 percent
All Others	8,944	2 percent
Origin: Hispanic Origin	64,600	17 percent
Not Hispanic Origin	315,857	83 percent

There are eleven hospitals in Nebraska to serve the local community. There are four designated medically underserved areas in Douglas County (three areas) and Sarpy County (one area.)

Prior to the opening of Bellevue Medical Center, there was not a Midwestern community with a population the size of Bellevue’s that was without its own hospital. This meant vital emergency and critical care services were not available in a community of more than 50,000 residents. Furthermore, inpatient, labor and delivery, diagnostic testing and therapy services were also limited or non-existent.

Implementation Strategy Governance

To determine the best strategy to impact the identified community health needs, The Nebraska Medical Center and Bellevue Medical Center assembled an advisory committee with expertise in each of the identified community need categories. The advisory group included physicians, administrators, and other key stakeholders with relationships to The Nebraska Medical Center and Bellevue Medical Center. This team reviewed the CHNA survey results and current community benefit efforts in order to prioritize the needs to be addressed by the ISP.

Given the alignment to core competencies and the ability to make an impact on the community's health within current areas of expertise and mission, the advisory committee determined Bellevue Medical Center would place initial focus on addressing diabetes within the community it serves.

To implement the health improvement strategies in these target areas, the advisory committee's recommendations were as follows:

1. Assemble an oversight committee for collaborative infrastructure. This oversight committee, named the "Community Benefit Planning and Implementation Committee" (CPBIC):
 - A. Acts as the core team for overall planning and monitoring of ISP
 - B. Identifies a community benefit focus team that includes a physician champion and team leader tasked with targeting the focus area community need
 - C. Supports teams in developing measurable goals and objectives and incorporating best practice to guide efforts to creating the largest impact
 - D. Reports progress to the Executive Committee of the Board once per year
 - E. Provides annual progress updates to the full Board of Directors

2. CBPIC will appoint a community benefit focus team (CBFT) tasked with the following responsibilities:
 - A. Keep current inventory of all internal and external community health improvement activities within the focus priority area
 - B. Design and approve impactful activities with specific health improvement goals that are measureable within each three-year CHNA survey cycle
 - C. Seek out opportunities for community collaboration and obtain board seats with community-based organizations addressing the identified community needs
 - D. Report progress quarterly to the CBPIC

Health Improvement Strategy Plan

BMC’s overall strategy will utilize a combination of the following tactics to improve the health of the community both on its own and in partnership with TNMC: 1) educational presentations on disease prevention and management, 2) participation in local health fairs hosted by BMC and other community partners, 3) free and reduced-cost health screenings provided in community-based settings, 4) support groups to provide additional coaching and guidance for individuals suffering from chronic diseases, 5) unique or innovative programs and services to reach populations in need, 6) community support activities and participation in community health improvement collaborations, 7) charitable contributions to community-based organizations addressing the identified needs and target populations, and 8) board and committee representation with community organizations that will extend BMC’s reach and awareness of the community it serves.

The following tables outline BMC’s current activities within the CHNA-identified need of diabetes. Particular focus will be placed on areas of Sarpy County which are designated as medically underserved. These programs are currently underway or will be underway by the end of calendar year 2013.

Table 1: BMC Activities Addressing Diabetes

Project, Initiative, or Activity Summary	Target Population	Internal and External Stakeholders and/or Collaborators	Intended Project Outcomes or Future Goals
Community education presentations on various health topics, including management of diabetes.	Seniors, military personnel and veterans, minorities, other vulnerable populations with current diabetes diagnosis or at high risk for developing diabetes, un/underinsured persons, persons living within medically underserved areas	BMC staff and providers, TNMC Certified Diabetes Educators, UNMC Physicians, Offutt Air Force Base, Bellevue Chamber of Commerce, local senior centers and churches	The goal of the educational presentations is to increase awareness of diabetes signs and symptoms and encourage healthy behaviors. Certified Diabetes Educators from TNMC to provide info to the Bellevue community in various settings on healthy eating and exercise as a way to better disease management. Health education seminars

			average 50 attendees per month- goal is to increase participation
Participation in health fairs hosted by BMC and by others in the community	Seniors, military personnel and veterans, minorities, other vulnerable populations with current diabetes diagnosis or at high risk for developing diabetes, un/underinsured persons, persons living within medically underserved areas	BMC staff and providers, TNMC Certified Diabetes Educators, UNMC Physicians, Offutt Air Force Base, Bellevue Chamber of Commerce, local senior centers and churches	The goal of participation in health fairs is to increase awareness of diabetes signs and symptoms and encourage healthy behaviors. Certified Diabetes Educators from TNMC along with BMC staff work together to provide info to the Bellevue community in various settings. Health fair attendance brings an average of 200 individuals to each event- goal is to increase participation
Provision of various free and reduced-cost health screenings in a community-based setting. These include blood pressure checks, free and discounted blood draw and wellness profiles, skin cancer screenings, stroke risk counseling,	Seniors, military personnel and veterans, minorities, other vulnerable populations with current diabetes diagnosis or at high risk for developing diabetes, un/underinsured persons, persons living within medically underserved areas	BMC staff and providers, TNMC Certified Diabetes Educators, UNMC Physicians, Offutt Air Force Base, Bellevue Chamber of Commerce, local senior centers and churches	BMC staff has provided various health screenings at low or no cost to the Bellevue Community. These health screenings address diabetes and other complicating health factors as a result of diabetes. The screenings are done in a health fair or other community-based setting. Average health fair participation for screenings is 200-300 individuals. Goal is to increase participation

Provide community support to local initiatives and collaborations to improve the health of the Bellevue community	Seniors, military personnel and veterans, minorities, other vulnerable populations with current diabetes diagnosis or at high risk for developing diabetes, un/underinsured persons, persons living within medically underserved areas	BMC staff and providers, Offutt Air Force Base, Bellevue Chamber of Commerce, several area local senior centers and churches	Although BMC is a for-profit entity, it seeks opportunities to be engaged with the local community to improve health. BMC has collaborated with Offutt Air Force Base, the Bellevue Chamber of Commerce, and local senior centers and churches to provide health information and screenings at many local events hosted outside of BMC. BMC will continue to seek opportunities to participate in any community event with the potential to reach individuals who fall within the identified area of need.
Charitable contributions	Seniors, military personnel and veterans, minorities, other vulnerable populations with current diabetes diagnosis or at high risk for developing diabetes, un/underinsured persons, persons living within medically underserved areas	BMC administration and staff	BMC has provided charitable support to many causes in the Bellevue area. BMC will continue to do this, and will seek out opportunities to fund activities -that will specifically address the health areas and populations in need; giving particular focus to diabetes and all associated health conditions
Board and Committee participation	Seniors, military personnel and veterans, minorities,	BMC administration and staff	BMC administrative staff has representation on area

	other vulnerable populations with current diabetes diagnosis or at high risk for developing diabetes, un/underinsured persons, persons living within medically underserved areas		boards and committees aimed at improving the health of the Bellevue community. BMC will continue to seek out these opportunities in order to expand its reach and understanding of the community it serves and the conditions identified as focus priorities
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Remaining Community Needs and Organizations with Priority Focus

In order to make meaningful impact and to use its financial resources most efficiently and effectively, BMC will place a *primary* focus on the CHNA-identified need of diabetes. There are no plans to discontinue and other BMC community benefit efforts currently addressing the remaining CHNA-identified needs.

The remaining CHNA-identified community needs are detailed in the chart below. Each need category lists the health system, university medical school, or community organizations with programs or core competencies to focus on that particular need. *TNMC (BMC’s parent organization) will focus on the CHNA-identified needs of 1) Diabetes, 2) Heart Disease and Stroke, and 3) Access to Care. The other CHNA-identified priorities will be addressed by the following area health care agencies and institutions.*

Table 2: CHNA-Identified Needs Being Met by Other Health Systems or Organizations

Identified Need and Local Health System Priority	Associated Community Organizations
<p>Nutrition/Weight Status</p> <p>*Alegent-Creighton Health</p> <p>*Methodist Health System</p>	<p>Other community resources focused on providing services: Meals on Wheels from Office on Aging and League of Human Dignity, Women, Infant and Children Program (WIC), Omni Behavioral Health, and food pantries such as, American Red Cross - Heartland Chapter, Bellevue Social Services, First Lutheran Pantry, GOCA: Greater Omaha Community Action, Gretna Neighbors, Heartland Family Services, Marshall Drive Baptist Church, Juan Diego Center, Omaha Food Bank, Our Savior Lutheran, RLDS (Council Bluffs), South Lutheran, St. Cecilius Cathedral, St. Columbkille Social Service Center, Heartland Hope, Heart Ministry Center, Together Inc., Open Door Mission (ODM), Siena/Francis House Shelter, Mohm’s Place, Park Avenue Community Meal, Incommon Community Meal, Holy Family, Youth Emergency Services</p>
<p>Maternal, Infant, and Child Health</p> <p>*Alegent-Creighton Health</p> <p>*Methodist Health System</p> <p>*Children’s</p>	<p>Other community resources focused on providing services: Youth Emergency Services of Omaha, Child Savings Institute Crisis Center, Yes Drop-In Center/Outreach, Heartland Family Service, Council Bluffs Community Health Center, Benson Community Health Center, One World Community Health Center, Douglas County Health Department, Fred LeRoy Health and Wellness, Methodist Hospital Renaissance Center Salvation Army, Midlands Hospital, Magis Women’s Clinic, Nebraska Department of Health and Human Services Douglas/Sarpy Counties, Charles Drew Health Center, Boys Town Pediatrics, Pediatric Immunizations, Pope Paul VI Institute, Planned Parenthood Council Bluffs,</p>

Hospital and Medical Center	Planned Parenthood Omaha, Emergency Pregnancy Services
<p>Mental Disorders and Substance Abuse</p> <p>*Alegent-Creighton Health</p>	<p>Other community resources focused on providing services: Valley Hope, Midlands Hospital, Methodist Health System focus, Valley Hope, Arbor Family Counseling, Catholic Charities Omaha Campus for Hope, Chicano Awareness Center, Discovery Center, Greater Omaha Community Action Addiction Recovery, Heartland Family Center, Lutheran Family Services, Alegent Center for Mental Health, Alderian Center, Lasting Hope Recovery Center, Alegent Health Psychiatric Associates of Omaha, Immanuel Medical Center, Mercy Hospital Council Bluffs, Region 6 Behavioral Health, Douglas County Community Mental Health Clinic, Omni Behavioral Health, Community Alliance, Ted E. Bear Hollow, Veterans Affairs Medical Center, Pottawattamie County Mental Health, Al-Anon, Campus for Hope, Creighton Prep Drug and Alcohol, Intertribal Treatment Center, Midlands Hospital Behavioral Health, NOVA Therapeutic Community, Open Door Mission, Ponca Health, Stephen Center, AA of Omaha, Alegent Psychiatric Associates, Catholic Social Services, Freedom Road House, Juan Diego Center, Magellan Behavioral Health, Narcotics Anonymous, Offutt AFB Social Action, PRIDE Omaha, AA of Council Bluffs, Diversion Services, Methadone Clinic, Omaha Psychiatric, Salvation Army, VA Hospital, Santa Monica, INROADS to Recovery, Francis House, Turning Point, BAART Methadone Clinic</p>
<p>Oral Health</p> <p>*Creighton University Dental School</p> <p>*University of Nebraska Medical Center</p>	<p>Other community resources focused on providing services: The University of Nebraska Medical Center Dental Clinic, One World Community Health Center, Charles Drew Health Center, Charles Drew Homeless Clinic, Council Bluffs Community Health Center, Creighton University Dental Program, Douglas County Health Dental Clinic, Dr. Raymond Shaddy Dental Resources Association, Fred LeRoy Health and Wellness, Nebraska Mission of Mercy, Heart Ministry Center Dental Clinic</p>
<p>Sexually Transmitted Diseases</p> <p>*Methodist Health System</p>	<p>Other community resources focused on providing services: Omaha Healthy Start, One World Community Health Center, Planned Parenthood Council Bluffs, Planned Parenthood Omaha, AAA Center for Pregnancy Counseling, Benson Community Health Center, Charles Drew Health Center, Council Bluffs Community Health Center, Douglas County Health Department, Essential Pregnancy Services, Magis Medical Clinic, Nebraskans United for Life, Methodist Hospital Renaissance Health Center Salvation Army</p>