

MISSISSIPPI COUNTY

Hospital System

IMPLEMENTATION STRATEGY PLAN 2021

Responding to the 2020 Community Health Needs Assessment

Great River
Medical Center

License # AR4562

SMC Regional
Medical Center

License # AR4563

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INTRODUCTION

The Implementation Strategy plan describes how Mississippi County Hospital System plans to address significant health needs identified in the 2020 Community Health Needs Assessment (CHNA). The document describes how the hospital system plans to address identified needs in calendar (tax) years 2020 through 2023.

The 2020 CHNA and the 2021 Implementation Strategy Plan were undertaken by the hospital to understand and address community health needs, and in accordance with the state law and the Internal Revenue Services (IRS) Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501©(3) to conduct a Community Health Needs Assessment (CHNA) at least once every three years and adopt an Implementation Strategy Plan to meet the community health needs identified in the CHNA.

The Implementation Strategy Plan addresses the significant community health needs described in the CHNA that the hospital system plans to address in whole or in part. The hospital system reserves the right to amend this Implementation Strategy Plan as circumstances warrant. For example, certain needs may become more pronounced and merit enhancements to the described strategic initiatives. Alternately, other organizations in the community may decide to address certain community health needs, and the hospital may amend its strategies and refocus on other identified significant health needs. Beyond the initiatives and program described herein, the hospital is addressing some of these needs simply by providing health care to the community, regardless of ability to pay.

Mississippi County Hospital System welcomes comments from the public on the 2020 Community Health Needs Assessment and 2021 Implementation Strategy Plan. Written comments can be submitted:

- By emailing the Mississippi County Hospital System Board of Governors at MCHSContact@mchsys.org
- Through the mail using the hospital system's administration address at 1520 North Division Street, Blytheville, AR 72315 ATTN: Board of Governors and
- In-person at the hospital system's administration office.

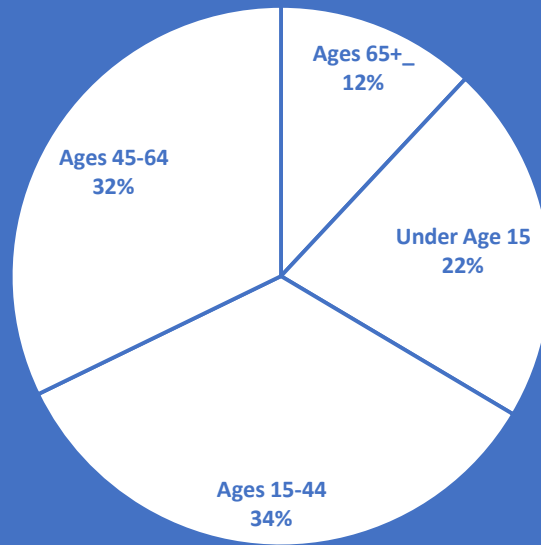
The following hospitals, organized by the county, serve the communities addressed in the Implementation Strategy Plan:

- Great River Medical Center-99 bed acute care facility located in Blytheville, Arkansas.
- South Mississippi County Regional Medical Center-25 bed critical care facility located in Osceola, Arkansas.

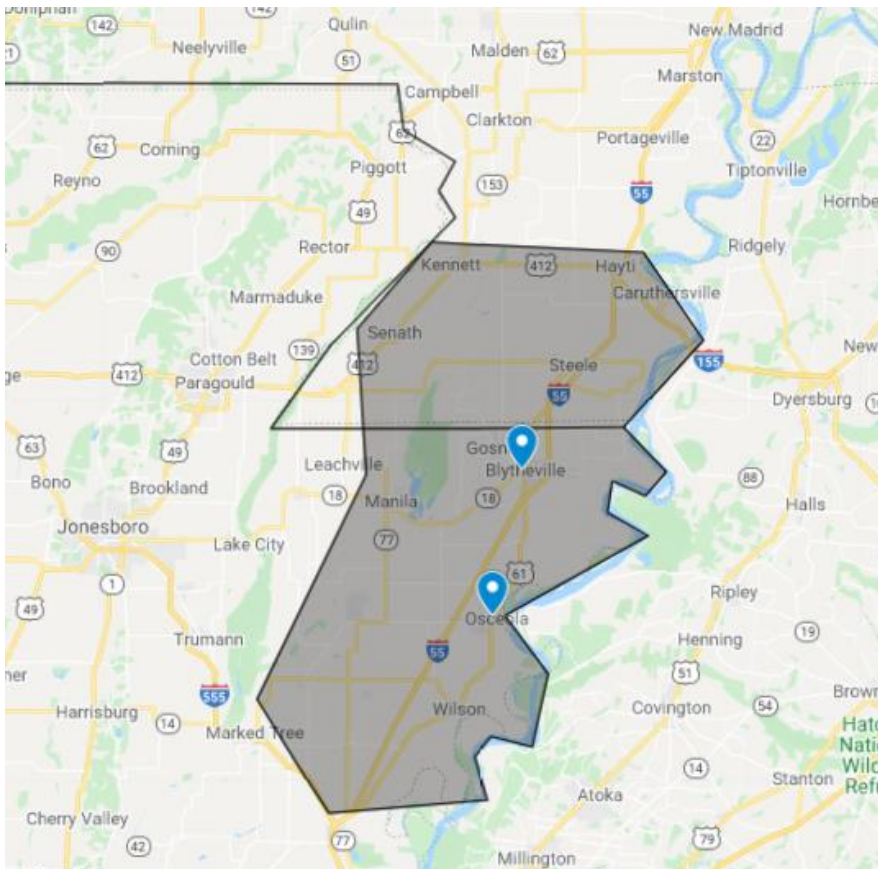
About Mississippi County Hospital System

As the only hospital system in Mississippi County serving approximately 41,000 people (according to the most recent U.S. Census), the hospital system is comprised of two non-for-profit rural hospitals that is county owned and operated under the direction of 8 appointed board members. The population served by the hospital system by age group demographics reflects 11.96% are aged 65+ with the largest section at 34.26% ages 15-44. The hospital system is an anchor institution for the ever-changing communities it serves, providing hospital and trauma care, skilled nursing and community care.

COMMUNITY POPULATION BY AGE GROUP



Service Area



Hospital System Service Area



State Border Line



Location of two hospitals



EXECUTIVE SUMMARY

Mississippi County Hospital System is a not-for-profit health care system comprised of two hospitals: Great River Medical Center, which is located in Blytheville, Arkansas and SMC Regional Medical Center located in Osceola, Arkansas. The System strives to restore, maintain, and improve the health of those in the communities in which they serve. The system is dedicated, along with physicians, our employees, and our volunteers to create more integrated, seamless and affordable approach to care for patients.

Every three years the System conducts a CHNA for its hospital system to systematically identify and analyze health priorities in the community and create a plan for how to address these priorities. The CHNA process is conducted in partnership with BKD. Through this process, the hospital system engages with community questionnaires to better understand the health needs of the communities its serves, identifies internal and external resources for health promotion and creates an implementation plan that leverages those resources to improve community health.

Through this process Mississippi County Hospital System aims to:

- Better understand the health status and needs of the communities we served by considering the most recent health and demographic data as well as gathering direct input from community leaders.
- Gather perspectives from individuals representing the interest of the community, including those who have knowledge or expertise in public health and those who experience health inequity or are low-income and/or minority members of the community.
- Identify community resources and organizations that Mississippi County Hospital System can share with the community for support.
- Create a strategic implementation plan based on information gathered through the need's assessment.

Through the 2020 Community Health Needs Assessment process the following significant community health needs were identified:

1. Education and Literacy
 - a. Obesity
 - b. Heart Disease
 - c. Diabetes
 - d. Health and wellness
2. Cancer Health and Provider Growth
3. Access to primary care and mental health care

The 2020 Community Health Needs Assessment conducted by BKD is publicly available at www.mchsys.org.

The 2021 Implementation Plan is publicly available at www.mchsys.org.



Strategic Plan 2016-2019

➤ Physicians

- Recruited and hired a urologist to the area
- Recruited and hired a general surgeon to the area
- Hired a longtime community orthopedic surgeon who transitioned to clinic based. Retained hospital active staff privileges.
- Recruited and hired OB/GYN physician. Joined active staff at hospital and joined women clinic operated by hospital.
- Hired Nurse Practitioner for expanding primary practice in Blytheville.
- Relocated nurse practitioner for expanding primary practice in Osceola.
- Hired nurse practitioner for wound care clinic (operated by hospital) and added to hospitalist program at hospital.
- Recruited several CRNA for growing surgical provider line at hospital.
- Opened telemedicine program for inpatients at both hospital locations.
- Built hospitalist program based off of nurse practitioners
- Recruited CRNA for pain management clinic service line in 2020.
- Hired Oncology/Hematology physician for Cancer Center Clinic in 2020.

➤ Cancer Care

- Retained oncology/hematology physician on consulting staff at hospital until 2020 when hospital entered into agreement to employ physician to open Great River Cancer Center (cancer clinic operated by hospital which includes an additional nurse practitioner)
- Opened Infusion Clinic within hospital setting in March of 2018. Service lines were for outpatient.
- Opened Great River Cancer Center in September 2020.
- Integrated infusion center to more comprehensive service line joining the cancer center clinic in September 2020.
- Patient education provided through website, social media, and print media marketing.

➤ Diabetes

- Great River Wound Care addressed many patient wounds as a result of diabetes. Wound Care was available in both IP and OP setting.

- Wound care accessible at two locations and provided extensive patient education and training on diabetes.
- Hospital owned Women Center clinic does extensive education on diabetes with gestational diabetic patients and as an overall women's health service line.
- Hospital owned Primary Care clinics provide ongoing patient education on diabetic care, resources, and treatment.
- Dietitian available for dietetic consultations to inpatients.
- Patient education provided through website, social media, and print media marketing.

➤ Accessibility/Affordability

- Hospital operates 7 clinics for accessibility of patients.
- Hospital leases space to specialists who travel into town to provide specialty services to retain patients from traveling outside of service area.
 - Examples include: ENT, Ortho, Cardiovascular, GI
- Hospital part of a telemedicine program. A physician is accessible 24/7 for interaction with patient/nurse.
- Hospital expanded hospitalist program adding nurse practitioners
- Hospital continues to grow service lines adding cancer care and pain management
- Hospital extending service line of mammography offering after hour appointments.
- Hospital extending service line at SMC offering colonoscopies by general surgery.
- Hospital has designated patient financial counselor who can meet one on one with patients while they are in patient to establish their financial arrangements, enroll them in financial program such as Medicaid, Medicare, or charity care program.
- Hospital provides free physicals to area schools.
- Worked with universities to allow students onto campus to work in respective departments. These include all service lines of the facilities and MD/DO programs.
- Work with local charitable health clinic with volunteers, resources and supplies.
- Continual upgrades to hospital equipment such as CT, mammography, telemetry system, lab equipment, IT equipment.
- Revised hospital website, added more features, better functionality of browsers within website, more accessible options and direct access to patient portal and financial applications.
- Implemented social media platforms for immediate patient accessibility to information and service line updates.
- Patient education provided through website, social media, and print media marketing.
- Able to open 2 COVID testing centers operated by hospital.

➤ Mental Health

- Continue mental health network with providers within the community.
- Began telehealth option for patients in the ER or as an inpatient. This allows for a quicker turnaround time for assessment and direct bed admission if needed.
- Building relationships with larger healthcare facilities utilizing mental health resources.

➤ Stroke

- Continue affiliation with AR Saves network.
- Air Evac on site at hospital. Streamline transportation.
- Level IV trauma designated center.
- Upgraded hospital testing such as CT and telemetry system within hospital.
- Patient education provided through website, social media, and print media marketing.
- Continue community health fairs
- Continue industrial health fairs
- Community outreach through Community Champion

➤ Heart Disease

- Continue affiliation with STEMI and Pulsara program.
- Air Evac on site at hospital. Streamline transportation.
- Level IV trauma designated center.
- Upgraded hospital testing such as CT and telemetry system within hospital.

- Patient education provided through website, social media, and print media marketing.
- Continue community health fairs
- Continue industrial health fairs
- Community outreach through Community Champion

SUMMARY OF COMMUNITY HEALTH NEEDS ASSESSMENT

The purpose of a community health needs assessment is to identify and understand the unique health needs of the community served by the System and to document compliance with federal regulations pursuant to the Patient Protection and Affordable Care Act.

The System engaged **BKD, LLP** to conduct a formal community health needs assessment. **BKD, LLP** is one of the largest CPA and advisory firms in the United States, with approximately 2,700 partners and employees in 40 offices across 18 states. BKD serves more than 4,000 health care entities across the country. The community health needs assessment was conducted from May 2020 through October 2020.

Based on current regulations and other guidance from the U.S. Treasury Department and the IRS, the following steps were conducted as part of the System's community health needs assessment:

- An evaluation of the impact of actions taken to address the significant health needs identified in the 2018 community health needs assessments was completed to understand the effectiveness of the System's current strategies
- and programs. This evaluation is included in the Evaluation of Response to 2018 Community Health Needs Assessments section of this report.
- Population demographics and socioeconomic characteristics of the community were gathered and reported utilizing various third parties. The timing of release of such publicly available information is not consistent among the various sources, so not all data tables refer to the same year. The health status of the community was then reviewed. Information on the leading causes of death and morbidity information was analyzed in conjunction with health outcomes and factors reported for the community by CountyHealthranking.org. Health factors with significant opportunity for improvement are noted in the section entitled Health Status of the Community.
- An inventory of health care facilities and resources was prepared.
- Community input was provided through interview of 10 stakeholders, including those with special knowledge of or expertise in public health, as well as those representing medically underserved, low-income or minority populations. Results and findings are described in the Key Interviewees portion of this report.
- Information gathered in the above steps was analyzed and reviewed to identify health issues of uninsured persons, low-income persons and the community as a whole. Health needs were then prioritized taking into account the perceived degree of influence the System has to impact the need and the health needs impact on overall health for the community. Information gaps identified during the prioritization process have been reported.

Addressing Priority Health Needs

Goal: To address the top four healthcare concerns that play the most vital role to promote positive health and wellness within the communities the system serves



OBEESITY

> Promote increased physical activity and proper nutrition to fight obesity in adults and youth.

1. Implement at least three healthy education opportunities annually in the community.
2. Utilize system social media presence to share and promote education on healthy foods, substitutions, recipes, exercise, and other activities to reduce risk of obesity.
3. Partner with Dietitian to promote education within In-patient setting.
4. Work with local physicians to address obesity within their clinic patients.
5. Engage with the school systems during the physicals provided by the hospital system.
6. Internally: offer the system owned fitness center free of use to all employees. Fitness center includes free weights, weight machines, and cardio room.
7. Additional resources offered through FASTHEALTH, an online health care research center, a free service on hospital system website.

HEART DISEASE

> Decrease the percentage of the population who fall into this category.

1. Implement at least quarterly heart health education through print media county wide.
2. Promote February Wear Red Event internally and externally.
3. Continue grant for the Pulsara STEMI program and to promote brain and heart risk, conditions, outcomes, and overall heart health.
4. Utilize system social media presence to share and promote heart health education.
5. Work with local physicians to address heart health within their clinic patients.
6. Engage the In-patient on education towards a healthier heart to include risk factors, preventative measures, and follow up.
7. Additional resources offered through FASTHEALTH, an online health care research center, a free service on hospital system website.

DIABETES

> Decrease the volume of type 2 diabetes.

1. Partner with Dietitian to promote education within In-patient setting.
2. Utilize system social media presence to share and promote education on healthy foods, substitutions, recipes, exercise, and other activities to reduce risk of Type 2 diabetes.
3. Work with local physicians to address diabetes within their clinic patients.
4. Promote primary prevention of type 2 diabetes; quality care and treatment with strategies focused on patients within the county through print.
5. Additional resources offered through FASTHEALTH, an online health care research center, a free service on hospital system website.

HEALTH AND WELLNESS

> Promote services and resources available to the population served by the hospital system.

1. Partner with the county charitable clinic to provide access to healthcare services.
2. Promote hospital system financial assistance program.
3. Accessibility to care by adding providers; telemedicine and hospitalist program.
4. Utilize system social media presence and print media to share and promote resources and services provided by hospital system.
5. Additional resources offered through FASTHEALTH, an online health care research center, a free service on hospital system website.
6. Utilize telemedicine for psychiatric care for ER and in-patients.

Addressing Cancer Health Care

Goal: To address the cancer healthcare concerns that effect the population served in by the hospital.



CANCER HEALTH CARE

> To develop and grow the cancer health care services and clinic available in Blytheville, Arkansas.

1. Purchased clinic from previous owner.
2. Move clinic inside hospital system for more optimal patient outreach.
3. Accessibility to care by adding providers; nurse practitioner.
4. Promote all cancer awareness within clinic and community.
5. Utilize system social media presence and print media to share and promote awareness with educational resources and services provided by hospital system and clinic.
6. Additional resources offered through FASTHEALTH, an online health care research center, a free service on hospital system website.
7. Promote new mammography equipment purchased in 2020.

Addressing Access to Providers

Goal: To address the cancer healthcare concerns that effect the population served in by the hospital.



PROVIDER ACCESS

> To enhance patient access to primary care providers and expand patient accessibility to healthcare.

1. Convert to Rural Health Clinic designation.
2. Accessibility to care by adding providers; nurse practitioners.
3. Extend hospital system financial assistance policy and guidelines to hospital clinics.
4. Assist with enrollment in the financial assistance program through hospital system financial counselor.
5. Maintain price transparency.
6. Promote clinics utilizing system social media presence and print media.

CONCLUSION

Mississippi County Hospital System will work diligently to address the identified needs prioritized in this process by taking action on the goals and objective outlined in this plan.

GOVERNING BOARD APPROVAL

The Community Health Needs Assessment was approved and adopted by the Mississippi County Hospital System Board of Governors in November 23, 2020.

The Implementation Plan was approved and adopted by the Mississippi County Hospital System Board of Governors on January 18, 2021.

Updates to this document:

2/21