



IMPLEMENTATION STRATEGY



Significant Health Needs

We used the priority ranking of area health needs by the Local Expert Advisors to organize the search for locally available resources as well as the response to the needs by GRMC. The following list:

- Identifies the rank order of each identified Significant Need
- Presents the factors considered in developing the ranking
- Establishes a Problem Statement to specify the problem indicated by use of the Significant Need term
- Identifies GRMC current efforts responding to the need including any written comments received regarding prior GRMC implementation actions
- Establishes the Implementation Strategy programs and resources GRMC will devote to attempt to achieve improvements
- Documents the Leading Indicators GRMC will use to measure progress
- Presents the Lagging Indicators GRMC believes the Leading Indicators will influence in a positive fashion, and
- Presents the locally available resources noted during the development of this report as believed to be currently available to respond to this need.

In general, GRMC is the major hospital in the service area. GRMC is a 99-bed, acute care sole-community provider located in Blytheville, Arkansas. The next closest facilities are outside the service area and include:

- South Mississippi County Regional Medical Center, Osceola, AR, 18.1 miles (26 minutes)
- Pemiscot County Memorial Hospital, Hayti, MO, 25.7 miles (28 minutes)
- Twin Rivers Regional Medical Center, 28 miles (35 minutes)
- NEA Baptist Memorial Hospital, Jonesboro, AR, 52.2 miles (61 minutes)
- St. Bernard's Medical Center, Jonesboro, AR, 53.3 miles (65 minutes)

All data items analyzed to determine significant needs are "Lagging Indicators," measures presenting results after a period of time, characterizing historical performance. Lagging Indicators tell you nothing about how the outcomes were achieved. In contrast, the GRMC Implementation Strategy uses "Leading Indicators." Leading Indicators anticipate change in the Lagging Indicator. Leading Indicators focus on short-term performance, and if accurately selected, anticipate the broader achievement of desired change in the Lagging Indicator. In the QHR application, Leading Indicators also must be within the ability of the hospital to influence and measure.



1. PHYSICIANS – 2013 SIGNIFICANT NEED; Population to Primary Care Physician ratio worse than AR and US

Public comments received on previously adopted implementation strategy:

- *Believe the hospital attempts to recruit physicians and/or specialists-however, due to low economic status of the community, high crime rate, and bad name for schools, it is very difficult to recruit physicians.*
- *Unkown*
- *I am aware GRMS has an active recruitment program.*
- *Recruit ones that are from area and will stay here*

GRMC services, programs, and resources available to respond to this need include:

- Worked with county to implement sales tax to assist with recruiting new providers
- Added Wound Care service line
- Developed stipend to support General Surgery call coverage
- Specialties available on site include GI, cardiology, ENT, medical oncology (part time), and orthopedics and surgery (full time)
- Arranged for call coverage in nursery
- Mental health screenings available through telehealth in partnership with Mid-South Health Systems
- Telemedicine for neonatology and stroke in partnership with UAMS
- Telemedicine for burn in partnership with Arkansas Children's; consults for emergency pediatric patients
- Tele-trauma available through Arkansas Health Network
- Preparing to go live with Pulsara program (STEMI protocol) in January with Arkansas Department of Health
- Hospital volunteers raise money for scholarships to help support local aspiring physicians and nurses
- Participate in state of Arkansas loan forgiveness program to help bring in physicians
- Local high school students can participate in job shadowing and MASH program to learn about careers in healthcare
- Provide residency placement for Arkansas State University (radiology, respiratory, PT) and Arkansas Northeastern College (EMT/EMTP, RN/LPN, phlebotomy)

Additionally, GRMC plans to take the following steps to address this need:

- Recruiting for pediatrics
- Reviewing addition of a surgeon and APN(s)
- Researching addition of urgent care/convenient care to facilitate access



- Looking to work with new DO school in Jonesboro for residency

GRMC evaluation of impact of actions taken since the immediately preceding CHNA:

- Recruited family practice physician, two APNs, pain management specialist, and OB/GYN
- Extended mammography hours until 9:00pm on first and third Thursdays

Anticipated results from GRMC Implementation Strategy

Community Benefit Attribute Element	Yes, Implementation Strategy Addresses	Implementation Strategy Does Not Address
1. Available to public and serves low income consumers	X	
2. Reduces barriers to access services (or, if ceased, would result in access problems)	X	
3. Addresses disparities in health status among different populations		X
4. Enhances public health activities	X	
5. Improves ability to withstand public health emergency	X	
6. Otherwise would become responsibility of government or another tax-exempt organization	X	
7. Increases knowledge; then benefits the public		X

The strategy to evaluate GRMC intended actions is to monitor change in the following Leading Indicator:

- Number of providers recruited in 2017 = 0

The change in the Leading Indicator anticipates appropriate change in the following Lagging Indicator:

- Population to primary care physicians = 2,630:1²⁰

²⁰ www.countyhealthrankings.com



GRMC anticipates collaborating with the following other facilities and organizations to address this Significant Need:

Organization	Contact Name	Contact Information
Healthy Partners & Affiliate (FQHC)	Valencia Andrews-Pirtle, MD	http://www.eafhc.org/MeetTheProviders/HealthyPartners.aspx 4102 Memorial Dr, Blytheville, AR 72315 (870) 532-6047
Wagner Medical Clinic	Katie Gurley, APN	1001 N 6th St, Blytheville, AR 72315 (870) 281-2530
Great River Charitable Clinic	Connie Ash, APN	www.greatriverclinic.org 33 Arkansas St, Blytheville, AR 72315 (870) 762-5459
Mid-South Health Systems, Inc.	Vickie Winte	209 S Lockard St, Blytheville, AR 72315 (870) 763-2139
UAMS Medical Center		https://uamshealth.com/ 4301 W Markham St, Little Rock, AR 72205 (501) 686-7000
Arkansas Children's		http://www.archildrens.org/ 1 Children's Way, Little Rock, AR 72202 (501) 364-1100
Arkansas Health Network		www.arkansashealthnetwork.com 2 St Vincent Cir, Little Rock, AR 72205 (501) 552-3914
Arkansas Department of Health		www.healthy.arkansas.gov 4815 W. Markham, Little Rock, AR 72205 (800) 462-0599
Arkansas State University		https://www.astate.edu 2105 Aggie Rd, Jonesboro, AR 72401 (870) 972-2100
Arkansas Northeastern College	James Shemwell, PHD	www.anc.edu 2501 South Division Street, Blytheville, AR 72315 (870) 762-1020



Organization	Contact Name	Contact Information
Methodist University Hospital		http://www.methodisthealth.org/locations/methodist-university-hospital 1265 Union Ave, Memphis, TN 38104 (901) 516-7000



2. CANCER – 2013 SIGNIFICANT NEED; #2 Leading Cause of Death; Mammography Screening below AR avg and US best

Public comments received on previously adopted implementation strategy:

- *Closed the Radiology Oncology section of cancer care-Not sure why this was not successful*
- *Unknown*
- *I am not aware of any GRMC programs.*

GRMC services, programs, and resources available to respond to this need include:

- Medical oncologist has practice here (Methodist West Clinic)
- Perform PSA (prostate-specific antigen) tests for local cancer group to screen for prostate cancer
- Added resources in clinics to better track and schedule preventive screenings, including sending reminders to patients due for a screening
- IV and infusion therapy services available on site
- Participate in annual health fairs and provide screenings including PSAs, colorectal screenings, education on self-breast exams, etc.
- Provide education of the month in hallways, on website, and in newspaper on cancer prevention including breast cancer awareness month, etc.
- Participate in Susan G. Komen race and raise money to support cancer screening awareness and research for a cure; hospital team has won awards for participation
- Participating in state program to promote and encourage smoking cessation through screenings and smoking cessation training
- Offer contracted rates for mammography screenings to Department of Health to increase availability to low income and uninsured populations
- Shifted employee health insurance plan to incentivize better health choices including smoking cessation
- Provide meeting space for Look Good Feel Better program, a cancer support group for women

Additionally, GRMC plans to take the following steps to address this need:

- Continue above activities

GRMC evaluation of impact of actions taken since the immediately preceding CHNA:

- Extended mammography hours until 9:00pm on first and third Thursdays to increase access after typical working hours



- Added digital mammography

Anticipated results from GRMC Implementation Strategy

Community Benefit Attribute Element	Yes, Implementation Strategy Addresses	Implementation Strategy Does Not Address
1. Available to public and serves low income consumers	X	
2. Reduces barriers to access services (or, if ceased, would result in access problems)	X	
3. Addresses disparities in health status among different populations	X	
4. Enhances public health activities	X	
5. Improves ability to withstand public health emergency		X
6. Otherwise would become responsibility of government or another tax-exempt organization	X	
7. Increases knowledge; then benefits the public	X	

The strategy to evaluate GRMC intended actions is to monitor change in the following Leading Indicator:

- Number of mammograms provided in 2017 = 1,570
- Number of colonoscopies provided in 2017 = 501

The change in the Leading Indicator anticipates appropriate change in the following Lagging Indicator:

- Cancer death rate = 229.9 per 100,000²¹

²¹ www.worldlifeexpectancy.com/usa-health-rankings



GRMC anticipates collaborating with the following other facilities and organizations to address this Significant Need:

Organization	Contact Name	Contact Information
Susan G. Komen		https://komenarkansas.org/ 904 Autumn Road, Suite 500, Little Rock, AR, 72211 (501) 202-4399
West Cancer Clinic		www.westcancercenter.org 271 West Polk Ave, West Memphis, AR 72301 (870) 733-1800
Arkansas State Department of Health (SOS)		http://www.stampoutsmoking.com/ Arkansas Department of Health Tobacco Prevention and Cessation Program 4815 W. Markham St., Slot 3, Little Rock, AR 72205 (501) 661-2953
Mississippi County Health Department		1299 N 10th St, Blytheville, AR 72315 (870) 763-7064
American Cancer Society		www.cancer.org/about-us/local/arkansas 901 N University Ave, Little Rock, AR 72207 (501) 664-3480



3. DIABETES – 2013 SIGNIFICANT NEED; #5 Leading Cause of Death; Diabetic Monitoring below AR avg and US best; Diabetes Deaths 54th worst of 56 peers

Public comments received on previously adopted implementation strategy:

- *Need more cross-functional projects in which Nursing Homes, Home Health, etc. are involved*
- *Unknown*
- *No interdisciplinary team approach with other entities outside the hospitals.*

GRMC services, programs, and resources available to respond to this need include:

- Registered dietician on staff to counsel inpatients as well as available to community
- Provide diabetes education at annual health fairs, on website, and in newspaper
- Reminders and counseling provided to diabetic patients to encourage receiving annual eye exam, foot exam, and A1C tests
- Hospital operates a fitness center available to the community, that is free to hospital employees and available at a reduced rate for families
 - Contract with personal trainer to provide additional services and education at fitness center
- Provide meeting space for local Weight Watchers group
- Hospital staff volunteer at local Charity Clinic; clinic has added a diabetic education program
- Implementing chronic care management program for diabetes, heart disease, etc., which includes face-to-face education and counseling

Additionally, GRMC plans to take the following steps to address this need:

- Continue above activities

GRMC evaluation of impact of actions taken since the immediately preceding CHNA:

- Added pain clinic that treats diabetic neuropathy
- Wound Care clinic works with diabetic patients and provides care and education



Anticipated results from GRMC Implementation Strategy

Community Benefit Attribute Element	Yes, Implementation Strategy Addresses	Implementation Strategy Does Not Address
1. Available to public and serves low income consumers	X	
2. Reduces barriers to access services (or, if ceased, would result in access problems)	X	
3. Addresses disparities in health status among different populations	X	
4. Enhances public health activities	X	
5. Improves ability to withstand public health emergency		X
6. Otherwise would become responsibility of government or another tax-exempt organization	X	
7. Increases knowledge; then benefits the public	X	

The strategy to evaluate GRMC intended actions is to monitor change in the following Leading Indicator:

- Percentage of patients receiving diabetic care (foot exam, A1C) in 2017 = 2,383

The change in the Leading Indicator anticipates appropriate change in the following Lagging Indicator:

- Diabetes death rate = 57.0 per 100,000²²

GRMC anticipates collaborating with the following other facilities and organizations to address this Significant Need:

Organization	Contact Name	Contact Information
Great River Charitable Clinic		www.greatriverclinic.org 33 Arkansas St, Blytheville, AR 72315 (870) 762-5459
Local Weight Watchers group		https://www.mystore411.com/store/view/24540217/Weight-Watchers-Blytheville

²² www.worldlifeexpectancy.com/usa-health-rankings



Organization	Contact Name	Contact Information
Healogics	Joanne Sullivan, RN – Campus Manager	http://www.healogics.com/ 5220 Belfort Rd, Jacksonville, FL 32256 (904) 446-3400

Other local resources identified during the CHNA process that are believed available to respond to this need:

Organization	Contact Name	Contact Information
Mississippi County Health Department		1299 N 10th St, Blytheville, AR 72315 (870) 763-7064



4. ACCESSIBILITY/AFFORDABILITY – 2013 SIGNIFICANT NEED; Preventable Hospital Stays above AR avg and US best; Population to Primary Care Physician ratio worse than AR avg and US best; Unemployment above AR avg and US best; Emergency Room Use 10.4% above avg

Public comments received on previously adopted implementation strategy:

- *Very poor socio-economic community. Limited practitioners that will provide care to patients that have no insurance. Emergency Department has become the walk-in clinic for the indigent*
- *unknown*
- *The Private Option and The Health Insurance Market Place are having a positive effect on people's use of available services. More needs to be done to health people make the most of the opportunity they now have.*
- *Need more work for emergency preparedness*

GRMC services, programs, and resources available to respond to this need include:

- Specialties available on site include GI, cardiology, ENT, medical oncology (part time), and orthopedics and surgery (full time)
- Extended mammography hours until 9:00pm on first and third Thursdays to increase access after working hours
- Mental health screenings available through telehealth in partnership with Mid-South Health Systems
- Telemedicine for neonatology and stroke in partnership with UAMS
- Telemedicine for burn in partnership with Arkansas Children's; consults for emergency pediatric patients
- Tele-trauma available through Arkansas Health Network
- Perform PSA (prostate-specific antigen) tests for local cancer group to screen for prostate cancer
- IV and infusion therapy services available
- Participate in annual health fairs and provide screenings including PSAs, colorectal screenings, education on self-breast exams, cholesterol, lipids, BMI, glucose, etc.
- Provide education of the month in hallways, on website, in newspaper on various health topics including cancer, diabetes, wellness, etc.
- Participating in state program to promote and encourage smoking cessation through screenings and smoking cessation training
- Registered dietician on staff to counsel inpatients as well as available to community
- Provide diabetes education information at annual health fairs, on website, and in newspaper
- Hospital operates a fitness center available to the community, that is free to hospital employees and available at a reduced rate for families
- Implementing chronic care management program for diabetes, heart disease, etc., which includes face-to-face



education and counseling

- Contract with air ambulance service (Air Evac) to quickly transport critical patients
- Charity care policy available to help cover costs
- Added financial assistance coordinator to help people sign up for Medicaid and apply for financial assistance
- Pre-authorize patients from Charity Care clinic and the Mission to fall under Charity Care policy at hospital and receive services
- Added primary care clinic on Friday afternoons to increase access
- Provide free sports physicals to all local schools
- Work with local industries for drug screens, workmen's comp services, on-site health fairs, etc.

Additionally, GRMC plans to take the following steps to address this need:

- Looking into extended hours/weekend hours/urgent care options to increase access

GRMC evaluation of impact of actions taken since the immediately preceding CHNA:

- Recruited family practice physician, two APNs, pain management specialist, OB/GYN
- Added Wound Care service line
- Added digital mammography
- Added resources in clinics to better track and schedule preventive screenings, including sending reminders to patients due for a screening

Anticipated results from GRMC Implementation Strategy

Community Benefit Attribute Element	Yes, Implementation Strategy Addresses	Implementation Strategy Does Not Address
1. Available to public and serves low income consumers	X	
2. Reduces barriers to access services (or, if ceased, would result in access problems)	X	
3. Addresses disparities in health status among different populations	X	
4. Enhances public health activities	X	
5. Improves ability to withstand public health emergency	X	



Community Benefit Attribute Element	Yes, Implementation Strategy Addresses	Implementation Strategy Does Not Address
6. Otherwise would become responsibility of government or another tax-exempt organization	X	
7. Increases knowledge; then benefits the public	X	

The strategy to evaluate GRMC intended actions is to monitor change in the following Leading Indicator:

- Amount of financial assistance provided in 2017 = \$433,000 – Bad debt \$7,917,000
- Number of financial assistance applications processed and enrolled in 2017 = 1,804

The change in the Leading Indicator anticipates appropriate change in the following Lagging Indicator:

- ER Utilization compared to National Average = 54.9 ER visits/100 persons vs. national average 45.1 ER visits per 100 persons²³

GRMC anticipates collaborating with the following other facilities and organizations to address this Significant Need:

Organization	Contact Name	Contact Information
UAMS Medical Center		https://uamshealth.com/ 4301 W Markham St, Little Rock, AR 72205 (501) 686-7000
Arkansas Children's		http://www.archildrens.org/ 1 Children's Way, Little Rock, AR 72202 (501) 364-1100
Arkansas Health Network		www.arkansashealthnetwork.com 2 St Vincent Cir, Little Rock, AR 72205 (501) 552-3914
Arkansas Department of Health		www.healthy.arkansas.gov 4815 W. Markham, Little Rock, AR 72205 (800) 462-0599
Mid-South Health Systems, Inc.	Vickie Winte	209 S Lockard St, Blytheville, AR 72315 (870) 763-2139

²³ <https://www.cdc.gov/nchs/fastats/emergency-department.htm>



Organization	Contact Name	Contact Information
Air Evac	Francis Lewis	https://lifeteam.net 1001 Boardwalk Springs Place, Suite 250 O'Fallon, Missouri 63368 (636) 695-5400
Healthy Partners & Affiliate (FQHC)	Valencia Andrews-Pirtle, MD	http://www.eafhc.org/MeetTheProviders/HealthyPartners.aspx 4102 Memorial Dr, Blytheville, AR 72315 (870) 532-6047
Great River Charitable Clinic	Connie Ash, APN	www.greatriverclinic.org 33 Arkansas St, Blytheville, AR 72315 (870) 762-5459
Local school districts		
Mississippi County Union Rescue Mission	Shari King	https://www.facebook.com/theMissCoMission/ 400 East Walnut, Blytheville, AR 72315 (870) 763-8380



5. MENTAL HEALTH – Local expert concern; Population to Mental Health Provider ratio worse than AR and US

Public comments received on previously adopted implementation strategy:

This was not a 2013 Significant Health Need, so no comments were solicited.

GRMC services, programs, and resources available to respond to this need include:

- Telepsychiatry services available through Mid-South Health Systems

GRMC does not intend to develop an implementation strategy for this Significant Need

Due to resource constraints, a relative lack of available practitioners, and the availability of other organizations to address this need, we are choosing not to develop an implementation strategy at this time. We feel we can have a greater impact by putting attention and resources toward other significant needs for which we are better qualified to serve.

Federal classification of reasons why a hospital may cite for not developing an Implementation Strategy for a defined Significant Need	
1. Resource Constraints	X
2. Relative lack of expertise or competency to effectively address the need	X
3. A relatively low priority assigned to the need	
4. A lack of identified effective interventions to address the need	
5. Need is addressed by other facilities or organizations in the community	X

GRMC anticipates collaborating with the following other facilities and organizations to address this Significant Need:

Organization	Contact Name	Contact Information
Mid-South Health Systems, Inc.	Vickie Winte	209 S Lockard St, Blytheville, AR 72315 (870) 763-2139



Other local resources identified during the CHNA process that are believed available to respond to this need:

Organization	Contact Name	Contact Information
Twin Rivers Regional Medical Center Behavioral Health (First Step Inpatient Unit)		www.twinriversregional.com 1301 1st St, Kennett, MO 63857 (573) 888-8454
Pemiscot Memorial Health Systems (Resolutions Behavioral Health)		www.pemiscot.org 946 E Reed St, Hayti, MO 63851 (573) 359-1372
St. Bernards Behavioral Health		https://www.stbernards.info/clinics/clinic/st.-bernards-behavioral-health 2712 E Johnson Ave, Jonesboro, AR 72401 (870) 932-2800
Forrest City Medical Center (Geropsychiatric Services)		http://www.forrestcitymedicalcenter.com/forrest-city-medical-center/seniorcarelanding.aspx 1601 Newcastle Road, Forrest City, AR 72335 (870) 261-0319
Family Counseling Center (FCC) Behavioral Health – Stapleton Center		http://www.fccinc.org/ 500 Highway 61 J N, Hayti, MO 63851 (573) 359-2600
Families, Inc. – Outpatient Mental Health Counseling Services		www.familiesinc.net 3201 W. Keiser St., Osceola, AR 72370 (870) 622-0592
StoneBridge of Blytheville (Alzheimer's care)		https://stonebridgeseniorliving.com/blytheville/ 1401 E Moultrie Dr., Blytheville, AR 72315 (870)838-0033
Heritage Square Nursing & Rehabilitation Center (Alzheimer's care)		710 N Ruddle Rd, Blytheville, AR 72315 (870) 763-3654



Other Needs Identified During CHNA Process

6. COMPLIANCE BEHAVIOR/PREDISPOSING CONDITIONS - 2013 SIGNIFICANT NEED
7. HEART DISEASE
8. OBESITY
9. MATERNAL/INFANT MEASURES
10. STROKE - 2013 SIGNIFICANT NEED
11. DENTAL - 2013 SIGNIFICANT NEED
12. HOMICIDE - 2013 SIGNIFICANT NEED
13. ALZHEIMER'S
14. ALCOHOL
15. ACCIDENTS
16. LUNG DISEASE - 2013 SIGNIFICANT NEED
17. SMOKING/TOBACCO USE
18. KIDNEY DISEASE
19. BLOOD POISONING
20. ORTHOPEDICS
21. COMMUNITY COLLABORATION
22. HEALTH LITERACY



Overall Community Need Statement and Priority Ranking Score

Significant needs where hospital has implementation responsibility

1. Physicians
2. Cancer
3. Diabetes
4. Accessibility/Affordability

Significant needs where hospital did not develop implementation strategy

5. Mental Health

Other needs where hospital developed implementation strategy

None

Other needs where hospital did not develop implementation strategy

None