



Implementation Strategy for Tax Years 2020 thru 2022

I. Organization Mission

Phoebe Sumter Medical Center, Inc. (PSMC), is a 76-bed, not-for profit health care organization that exists to serve the community. PSMC opened in 1953 to serve the community by caring for the sick regardless of their ability to pay. As a not-for profit hospital, PSMC has no stockholders or owners. All revenue after expenses is reinvested back into the community for things such as prevention, clinical care, health programs, state-of-the-art technology and facilities, research and teaching and training of medical professional now and for the future.

Phoebe Sumter's mission is to deliver the best possible care and exceed the expectations of all we serve.

The pairing of our Mission with the purpose of the Community Health Needs Assessment allows us to measure and ensure we are meeting the expectations of our community, who we serve each and every day. The results of the Community Health Needs Assessment provide strategic insight for resource development, clinical development, and hospital networking and collaboration with those in Sumter County and the neighboring counties we serve.

II. Community Served

Phoebe Sumter Medical Center is located in Sumter County, Georgia. There are approximately 32,819 residents of Sumter County with a racial mix of 52% African American and 42% White. Population projections for Sumter County show overall population loss in the next few years, with ages 65+ having the greatest growth rate. The Household Median Income for Sumter County averaged \$32,430 in 2010, and about 21.7% of families and 26.9% of the population were below the poverty line. In addition to Sumter County, PSMC has a service area that includes Marion, Macon, Dooly, Stewart, Webster, Schley and Taylor Counties. PSMC has a good relationship with these counties, and implemented a Regional Advisory Council in 2015 to better serve the needs of these communities and therefore practice a true Population Health methodology.

III. Implementation Strategy Process

The Implementation Strategy of Phoebe Sumter reflects our plans to respond to the community's identified health needs as well as pairing our plans with current community benefit activities and our overall operating strategies. The Strategy is a compilation of input and feedback from our Community Leaders and Providers with knowledge of population health issues, Phoebe Sumter's Management Team, Phoebe Sumter Senior Management Team, Physicians and our Phoebe Sumter Board of Directors. This process included one on one interviews of community leaders and a number of public meetings and issue work groups involving all the counties served.

IV. Prioritized List of Significant Health Needs Identified in CHNA

Phoebe Sumter, through representation from members of the Internal Assessment Team (which was a blend of hospital staff, hospital board members and strategic community partners located in Phoebe Sumter's defined eight county primary and secondary service area), reviewed and discussed various quantitative and qualitative factors of community health priorities. The top priorities identified through our community engagement process and reviewed by the Internal Assessment Team were:

- Lack of Counselors outside of Middle Flint BH/AD
- Mental Health Services
- Suicide
- Nutrition
- Drugs
- Tobacco Use
- Transportation
- Obesity
- Diabetes
- Cancer
- STD/HIV/AIDS
- Insurance

Each priority was discussed and the committee used the Catholic Health Associations Selection Criteria Filter to identify the most significant community health needs facing Sumter County. Once the discussion was complete, the committee received three dots each and chose the three most important health issues. More discussion ensued and three priorities emerged from the original list as the most significant needs:

1. Decrease Food Deserts and Promote Healthy Eating
2. Increase Suicide Prevention
3. Colon Cancer Incidence Reduction/Increase Screening

V. Significant Health Needs to be Addressed

Phoebe Sumter has developed Implementation Strategies to address the three priorities which represented the most significant health needs as identified by our community's engagement. Our strategies are based on input from our community and build upon our existing community benefit activities and operating strategies. Over the next three years, Phoebe Sumter will be engaging in activities as outlined below to address the three priorities:

1. Decrease Food Deserts and Promote Healthy Eating: Food deserts are geographic areas where access to affordable, healthy whole foods, such as fresh fruits and vegetables, is very limited and sometimes nonexistent. Food desert residents do have access to food, but unfortunately, it's local quickie marts or dollar stores that provide a wealth of processed, sugar, and fat laden foods that are known contributors to our nation's obesity epidemic. The accessibility, availability, and affordability of healthy and varied food options in the community increase the likelihood that residents will have a balanced and nutritious diet. A diet composed of nutritious foods, in combination with an active lifestyle, can reduce the incidence of heart disease, cancer, and diabetes, and is essential to maintain a healthy body weight and prevent obesity. Low-income and underserved areas often have limited numbers of stores that sell healthy foods. People living farther away from grocery stores are less likely to access healthy food options on a regular basis and thus more likely to consume foods which are readily available at convenience stores and fast food outlets. Compared to other Georgia counties, Sumter is in the 4th quartile, the worst quartile.

In regards to Food Deserts, a group of hospital leaders and community leaders collaborated to come up with a strategy to address this need. In addition to hospital personnel, the group consisted of stakeholders from Food Lion, Harvest of Hope (a local food bank), Family Connections, WIC, local farmers, Sumter County Boys & Girls Club, Perry Brothers, Sumter Ministerial Area Association and the Americus & Sumter County School System. They reviewed data that was provided by the USDA and other reporting sources.

From the data that was reviewed, it was determined that the group would work with the local school system and local churches to establish gardens at schools that currently do not have them. The goal would be for these entities to provide fresh fruits and vegetables not only for their students and parishioners respectively, but could also be distributed to the people in their respective neighborhoods. The group also will identify a local champion (champions) that will be the leader in bringing fresh fruits and

vegetables to areas of need. Another strategy is to partner with local grocery store Food Lion, Perry Wellness Brothers (Rudy's Happy Patch) and food bank Harvest of Hope to apply for grants that can be used for additional fruits and vegetables and can be disseminated in food deserts in Sumter County. A 3 year goal would be to have a mobile unit that can specifically go to food deserts in Sumter County and be supported by hospital dietitians for recipes, preparedness, etc. Another goal is to distribute books and continue education on healthy eating across Sumter County as part of the Healthy Sumter county initiative. In addition, partnering with local farmers, Fort Valley State University, UGA Extension Agency and the City and County Government to gain funding and resources that can be distributed to local food deserts. Finally, Phoebe will continue to apply for grants that can be used for things such as mobile units and other resources that can be used to combat food deserts.

2. Increase Suicide Prevention – 1 in 5 adults in the US (46.6 million) experiences mental illness in a given year. Approximately 1 in 25 adults in the US (11.2 million) experiences a serious mental illness in a given year that substantially interferes with or limits one or more major life activities. Suicide is the 11th leading cause of death overall in Georgia, and nearly twice as many people die by suicide in Georgia annually than by homicide. The death by rate of suicide in Sumter County is 15.3 deaths per 100,000, which is higher than the state of Georgia (12.7) and the US (13.2). Recent trend analysis shows it's getting worse over time and increasing significantly.

In regards to Suicide Prevention, a group of hospital leaders and community leaders collaborated to come up with a strategy to address this need. In addition to hospital personnel, the group consisted of stakeholders from Middle Flint Behavioral Health, Behavior Health Link, Perry Wellness, Sumter County Schools, Sumter County Sheriff Department and Americus Police Department, Mental Health America of Georgia and Georgia Southwestern State University. They reviewed information from the American Foundation of Suicide Prevention and National Alliance of Mental Illness as well as other sources.

From the data that was reviewed, it was determined that the group would make suicide a priority with Phoebe Sumter's primary care physicians (PCPs) by placing mental health info in the waiting rooms and making sure they refer patients to the proper caregivers and resources associated with mental health. In addition, the group will work together to create a website that lists mental health resources that are available in the community.

The group will also spearhead a campaign that promotes mental health on a wide array of mediums, including social media, websites,

billboard, public service announcements and community events such as health fairs and other citywide events. There are opportunities to spread the message in regards to Suicide Prevention and overall mental health by partnering with local churches, law enforcement, civic groups, churches, barber shops and salons in an effort to increase awareness and alleviate the stigma of mental health in many communities.

The group will also work hand in hand with the local school system to ensure that as many students as possible are being evaluated for possible mental health issues and are fully aware of the resources that are available to them if needed. This will also include providing books associated with mental health to students in a number of areas, including schools and mobile sites to be determined. This will also address the literacy issue in Sumter County, as a number of our students are not proficient in reading as compared to state and national numbers.

Last but not least, the goal is to provide Mental Health First Aid to the entire community. Mental Health First Aid is a course that teaches you how to identify, understand and respond to signs of mental illnesses and substance use disorders. The training gives you the skills you need to reach out and provide initial help and support to someone who may be developing a mental health or substance use problem or experiencing a crisis. The courses are currently being taught at Georgia Southwestern State University and the work group is the process of working with the instructors to explore ways it can be done on a community wide scale.

3. Colon Cancer Incidence Reduction/Increase Screening - According to the Centers for Disease Control and Prevention (CDC), colorectal cancer--cancer of the colon or rectum-- is one of the most commonly diagnosed cancers in the United States, and is the second leading cancer killer in the United States. The CDC estimates that if all adults aged 50 or older had regular screening tests for colon cancer, as many as 60% of the deaths from colorectal cancer could be prevented. Risks and benefits of using different screening methods, such as stool-based tests, sigmoidoscopies, and colonoscopies, vary. The US Preventive Service Task Forces recommends that screening begin at age 50 and continue until age 75; however, testing may need to begin earlier or be more frequent if colorectal cancer runs in the family, or if there is a previous diagnosis of inflammatory bowel disease.

The Colon Cancer Incidence Rate in Sumter County (49.1 cases per 100,000 population) is higher than the Georgia rate (41.8) and US rate of 39.2. It is also the #1 item when it comes to the Priority

Scoring Tool for Sumter County (The Priority Scoring Tool is used to identify what items are most important in your community. Your county is compared to the state value, the national value, and target values. Targets values include the nation-wide Healthy People 2020 (HP2020) goals as well as locally set goals. Healthy People 2020 goals are national objectives for improving the health of the nation set by the Department of Health and Human Services' (DHHS) Healthy People Initiative. For all value comparisons, the scoring depends on whether the county value is better or worse than the comparison value, as well as how close the county value is to the target value.)

In regards to Colorectal Cancer Incidence Reduction/Increase Screenings, a group of hospital leaders and community leaders collaborated to come up with a strategy to address this need. In addition to hospital personnel, the group consisted of stakeholders from Phoebe Physician Group, local primary care physicians (PCPs) and General Surgeon Jeremy Joyner, MD; Pastor Norris Harris, Sumter Area Ministerial Association (SAMA); Local Fraternities and Sororities, Long term care facilities and the Sumter County Health Department. Middle Flint Behavioral Health, Behavior Health Link, Perry Wellness, Sumter County Schools, Sumter County Sheriff Department and Americus Police Department, Mental Health America of Georgia and Georgia Southwestern State University. They reviewed information from the Centers for Disease Control and Prevention (CDC) as well as other sources.

From the data that was reviewed, it was determined that the group would have an overall goal of increasing education and awareness of Colorectal Cancer (screening options, etc.) in Sumter County. One action item would be to use the CDC campaign that focuses on Colorectal Cancer for awareness. The site is <https://www.cdc.gov/cancer/colorectal/sfl/index.htm> and it has a wealth of information, including videos, print items, public service announcements, podcasts, etc.

This information will be used at current hospital events, such as health fairs and other community outreach events, as well as placed in primary care physician (pcp) offices and general surgery offices. In addition, the material will also be added to the hospital website, social media outlets and internal messaging areas.

Dr. Jeremy Joyner is our physician champion in regards to Colorectal Cancer, and he along with local family practice physician Malcolm Floyd, MD and others will visit local churches, civic groups, neighborhoods to talk about the importance of screenings and options that are out there. They will be supported by our local ministerial association as well as fraternities and sororities, who can use their social standing to increase the awareness and the importance of colonoscopies and other screening options. Another plan is to increase the number of colonoscopies that are

done in Sumter County. Grants are currently being examined to see if there are monies available for colonoscopies, and if possible we will offer free colonoscopies to the group that is most at risk (i.e. those with a family history, no insurance, African Americans, etc.).

All these actions will lead to a significantly higher number of people that are aware of Colorectal Cancer and what they can do to decrease their chances of getting it, which will ultimately lead to a decrease of incidences in Sumter County.

VI. Significant Health Needs Not Addressed

Based on community input and finalization of top priorities, there were priorities that were not chosen to be addressed at this time. For various reasons, such as resource constraints, alignment of the needs with our organization’s strategies, and the roles of other community agencies in our community, Phoebe Sumter resolved to focusing efforts and resources to responding to the needs outlined above. To summarize why Phoebe Sumter is not at this time addressing the other needs, we utilized the Catholic Health Association’s Recommendation Selection Filters to select and prioritize the community needs. Below are the needs not addressed, how we associated the needs to the selection filters, and comments supporting the selection filter.

Reason for Not Selecting Community Need		
Priority	Filter Number	Comment
Drugs and Tobacco Use	4,8	Not really aligned with our current strengths and priorities
Transportation	4, 8	We hope to address this issue with our relationship with other community entities by way of Healthy Sumter
Diabetes	4	Currently addressing through health fairs, community outreach
STDs	4	Hard issue for Phoebe Sumter to address in regards to organization’s strengths and priorities
Health Literacy/Education	2,4	Education is important but was not one of our organization’s strengths at this time. Hope to address with our partnership with Healthy Sumter
Specialty Care	7	PSMC is currently searching for specialists to bring to this area

CATHOLIC HEALTH ASSOCIATION RECOMMENDATION SELECTION FILTERS

- (1) **Magnitude.** The magnitude of the problem including the number of people impacted by the problem.
- (2) **Severity.** The severity of the problem includes the risk of morbidity and mortality associated with the problem.
- (3) **Historical Trends.**
- (4) **Alignment** of the problem with the organization’s strengths and priorities.
- (5) **Impact** of the Problem on Vulnerable Populations.
- (6) **Importance** of the problem to the community.
- (7) **Existing Resources** Addressing the Problem.
- (8) **Relationship** of the Problem to other Community Issues.
- (9) **Feasibility of change,** availability of tested approaches.
- (10) **Value** of Immediate Intervention vs. any delay, especially for long-term or complex threats.