



Implementation Strategy for Tax Years 2017 thru 2019

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:

- Access to Healthy Foods
- Smoking Cessation
- Alzheimer's
- STD's
- Health Literacy/Education
- Prostate Cancer
- Obesity
- Diabetes
- Specialty Care
- Mental Health

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. Child and Adult Obesity
2. The Provision of Behavioral Health and Addictive Disease Prevention and Treatment
3. Diabetes Prevention and Management in Sumter County

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. Child and Adult Obesity –Obesity is a benchmark indicator of the overall health and lifestyle of a community. Obesity increases the

risk of a host of chronic diseases from hypertension, diabetes to osteoarthritis. This is a significant unmet health need in Sumter County. It was decided that to divide this priority into two categories: Child Obesity and Adult Obesity.

In regards to Child Obesity, 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 the local Boys & Girls Club, Sumter County Archway Partnership, School Nurse from the local system, Sumter County Family Connection, DFACS and Southwest Georgia Healthcare. They reviewed data that was provided by Southwest Georgia Healthcare, Inc. as well as additional state data from the CDC and Department of health.

From the data that was reviewed, it was identified that other than Webster, all other counties are above the State Average for Low Income Preschool children who are obese. As such, the group identified education for parents and children concerning nutrition, exercise and choices as the main goal. With a 3 year goal of decreasing the obesity rate of youths in our 8-county service area by 5%, they came up with the following activities and events: Americus & Sumter County Childhood Obesity Summit (Spring 2017); Childhood Obesity Community Awareness Walk (Fall 2017); Fitness Programs/Education programs for after school, churches, community organizations (2018) and Analyze Physical Education classes in Middle and High School (2019). We will use the results in Sumter as a pilot, and we will also concur with our partners in each county to establish similar goals for their respective identified youth.

For Adult Obesity, Sumter County's Obesity rate is 21% greater than the state average and its Physical Inactivity is 21% less than the state average. This group, which consists of hospital personnel and board members, UGA Extension Agency, Sumter County Health Department, Archway, GSW Health Center, City of Americus and Sumter County and local gyms, pledged to decrease Adult Obesity by 10% and increase Physical Activity by 10% in the next 3 years. Phoebe Sumter will partner with the aforementioned groups and other stakeholders to create Community wide walking groups, local bike rentals and Challenges to local businesses, schools, churches, etc. to increase their physical activity. Other items include the addition of local walking trails, increased partnerships with local Recreation department to offer adult activities and offering of healthy foods by partnering with local health food stores (Center Stage Market). Again, we will use the results in Sumter as a pilot, and we will also concur with our partners in each county to establish similar goals for their respective identified adults.

2. The Provision of Behavioral Health and Addictive Disease Prevention and Treatment –Mental Health Services is a significant unmet health need in Sumter County. In order to address the health need, Phoebe Sumter is committed to a strategy to address the challenges involved with this particular need, such as Lack of Education and Awareness and Lack of Health Care Providers.

In order to address the Lack of Health Care Providers, Phoebe Sumter will do Telehealth visits with Mental Health providers in a Primary Care Physician Office as a pilot and to see if we can expand to all of our Primary Care Providers with a goal of decreasing unmet need reported in our CHNA.

Phoebe Sumter will partner and collaborate with local medical providers, including Middle Flint Behavioral Health, Perry Stewart Wellness Center, GSW, CASA, our School System counselors, and the Behavioral Health Services offered by Phoebe Putney to develop educational information about mental illness and provide awareness information to our community and where they can go for help.

Goals include Opioid Stewardship Program with 90% of the PSMC Physicians within the next three quarters. Dr. Michael Busman has agreed to be our champion for this cause; certified suicide prevention training for at least 25% of staff at local schools as well as the same training for 50% of PSMC Emergency Department staff. In addition, Flint River has a grant to purchase and open an Adolescent Play House within the next two years. Phoebe Sumter and the other stakeholders will produce at least two educational programs to promote this to the community.

3. Diabetes Prevention and Management in Sumter County
 - There is a significant problem in regards to Diabetes in our region. The prevalence of Diabetes in Sumter County is almost a third higher than the Georgia Average and even greater than the US Median. Our neighboring counties also have instances of diabetes that are much higher than the state and national average. With a goal of reducing the Age Adjusted Death Rate due to Diabetes in Sumter County and our coverage area as a whole by 5% within the next 3 years, hospital personnel and partners from a number of groups in the community will collaborate to ensure things such as the following: Continue to reach out and educate by performing risk assessments at Phoebe Sumter’s annual Health Fairs; Track the number of people at risk for prediabetes and education contacts made in the community; Joining with local grocery stores to provide visual aids on appropriate serving sizes on commonly over-consumed foods; Access to education and testing supplies through the Paramedicine program and Wellness Classes offered by Phoebe Sumter; Partnership between local primary care providers to provide high quality diabetes care; Partner with the local endocrinologist to address

opportunities for education and prevention; Continue recruitment for internal medicine and primary care providers to provide disease management. Our marketing efforts will be focused on informing our community of the service offering and highlighting what our local resources can do for them.

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 |
| Access to Healthy Foods | 7 | Addressed in other Priorities (Obesity and Diabetes) |
| Smoking Cessation | 4, 8 | Not really aligned with our current strengths and priorities |
| Alzheimer’s | 1,5,6 | There are education and support for caregivers provided by other agencies in the community. |
| 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. |
| Prostate Cancer | 7 | Phoebe Sumter hosts a Men’s Health Fair each year which focuses on Prostate Cancer |
| 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.

