



## **Implementation Strategy for Tax Years 2017 thru 2019**

### **I. Organization Mission**

Phoebe Worth'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.

### **II. Community Served**

Worth County is Phoebe Worth's primary service area. There are approximately 21,678 residents of Worth County with a racial mix of 70% white and 28% African American. Population projections for Worth County show overall population growth, with ages 65+ having the greatest growth rate. The Household Median Income for Worth County averaged \$38,800 during 2012 which is a third less than the Georgia state average.

### **III. Implementation Strategy Process**

The Implementation Strategy of Phoebe Worth 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 Worth Management Team, Phoebe Worth Executive Team and our Phoebe Worth Board of Directors. On October 27, 2016, the Phoebe Worth Board of Directors reviewed and approved the Implementation Strategy.

### **IV. Prioritized List of Significant Health Needs Identified in CHNA**

Phoebe Worth, through representation from members of the Priority and Selection Committee, reviewed and discussed various quantitative and qualitative factors of community felt health priorities. The top priorities identified through our community engagement process and reviewed by the Priority and Selection Committee were:

- Transportation
- Primary Care Physicians

- Mental Health Services
- Child and Adult Obesity
- Asthma and COPD
- Teen Pregnancy & Unplanned Pregnancy
- High Blood Pressure
- Diabetes
- Low Birth Weight Infants
- Lung Cancer
- Breast Cancer
- Alzheimer's
- STDs

Each priority was discussed and the committee used the Catholic Health Associations Selection Criteria Filter to identify the most significant community health needs facing Worth 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. The Provision of Mental Health Services
2. Recruiting Primary Care Physicians in Worth County
3. Prevention and Control of High Blood Pressure and Diabetes in Worth County

#### **V. Significant Health Needs to be Addressed**

Phoebe Worth 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 Worth will be engaging in activities as outlined below to address the three priorities:

1. The Provision of Mental Health Services –Mental Health Services is a significant unmet health need in Worth County. In order to address the health need, Phoebe Worth 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 Worth will collaborate with Mental Health Providers and offer their services to local patients in need through the use of Telemedicine Technology. Phoebe Worth's investment in Telemedicine Technology will allow local patients to have local consults, counseling, and testing with Mental Health Providers outside our community.

Phoebe Worth will partner and collaborate with local medical providers, including our Worth County Health Department, 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.

2. Recruiting Primary Care Physicians in Worth County – Recent studies of Physician Manpower revealed physician shortages for Worth County and our community engagement participants agreed. Over the years, we have seen Physician turnover in our Rural Health Clinic and have seen Physicians reaching the retirement age. These changes and challenges have limited the primary care offered in Worth County and ultimately created access to care issues.

Phoebe Worth is committed to being the healthcare provider for Worth County and has developed strategies to address this health need. Phoebe Worth has extended the operating hours at its Rural Health Clinic to remain open for walk-ins or appointments until 7 o'clock Tuesdays through Fridays. The clinic has also changed its hours of operations in order to stay open through the lunch hours. There remain opportunities to extend operations into other days and hours and Phoebe Worth is evaluating if the communities health needs demand those days and hours. Phoebe Worth has also recently added another primary care physician and nurse practitioner to the Rural Health Clinics operations in order to address the community's expressed health need. We review the operations based on multiple factors and will evaluate the need to recruit more providers should our visits and provider productivity indicate a need.

3. Prevention and Control of High Blood Pressure and Diabetes – Health indicators tracked and released by the CDC indicate Worth County's population is above average for High Blood Pressure and Diabetes diagnoses. These health diagnoses affect so many members of our community. In order to address our populations health needs regarding High Blood Pressure and Diabetes, Phoebe Worth will continue to make annual contributions to the Worth County Health Department for the operations of their Stroke and Heart Attack Prevention Program (SHAPP) and Diabetes Program. Annually, Phoebe Worth contributes \$45,619 to the Health Department to help them operate programs which educate, screen and treat low-income individuals and assist them with their health supplies and medications. Phoebe Worth plans to continue supporting the program of the Health Department financially, as well as, collaborate with them to market the program. The program is a very worthy program staffed with skilled professionals but it remains underutilized. 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 Worth resolved to focusing efforts and resources to responding to the needs outlined above. To summarize why Phoebe Worth 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
Transportation	7	Medicaid Transportation is available.
Child and Adult Obesity	4, 7, 9	School-system and Public Health are addressing the Priority
Asthma and COPD	6	Community Didn't Address it as a Significant Issue
Teen Pregnancy and Unplanned Pregnancy	3	Teen Pregnancy Rate is below the 2020 WHO Benchmark
Low Birth Weight Infants	4, 7	No Birthing Center or OB/GYN Physicians located in Worth County.
Lung Cancer	3	The Worth County Cancer Incident Rate is notably better than the counties surrounding and the US 50 percentile.
Breast Cancer	3	The Worth County Cancer Incident Rate is notably better than the counties surrounding and the US 50 percentile.
Alzheimer's	7	The SOWEGA Council on Aging offers education and support for caregivers in our community.
STD's	3	The STD rate has been noted to be on the decline for our 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.