



Presbyterian Healthcare Services Community Health Implementation Plan (CHIP)

Lincoln County Medical Center

2016-2019

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Executive Summary



Jim Hinton, President and CEO

Lincoln County Medical Center (LCMC) is a critical access hospital that has served the Lincoln County community since 1950, when the facility first opened as the Ruidoso-Hondo Valley General Hospital. LCMC is owned by the County of Lincoln, and since 1972 has been leased by Presbyterian Healthcare Services, which has greatly aided its growth and advancement. Through its affiliation with PHS, LCMC is able to provide access to highly specialized care and improve the health of the patients and community it serves.



*Leigh Caswell, Director
Presbyterian Center for
Community Health*

In 2016, as part of a Community Health Needs Assessment (CHNA) process, Presbyterian partnered with the Lincoln County Health Council to conduct a community health needs assessment and update the previous CHNA to inform community health improvement activities for 2016-2019. The Lincoln County Health Council identified significant health needs in the community and Presbyterian prioritized them. Given the Presbyterian investment in the community health priorities of healthy eating, active living, and prevention of unhealthy substance use, and the alignment of these priorities with the Lincoln County community needs, the LCMC Board approved continued focus on these priorities for 2016-2019.

A community health forum was held in the community to gain insight into the barriers, opportunities and potential strategies for achieving improvement of the stated priorities.

This Community Health Implementation Plan (CHIP) was developed to address the prioritized significant health needs identified in the CHNA process. The prioritized significant health needs are nutrition, physical activity, tobacco use and substance abuse. PHS describes these priorities as healthy eating, active living and prevention of unhealthy substance use. The CHIP describes briefly how PHS is addressing other identified significant health needs and focuses on those that were prioritized by the communities through the CHNA process. The plan identifies multiple interventions to impact the prioritized health needs.

Section 1: Executive Summary

To increase access to and consumption of healthy foods, Presbyterian is partnering with the New Mexico Children Youth and Families Department (CYFD) and the US Department of Agriculture (USDA) to offer free meals to children in the community through hospital cafeterias. In 2016-2019 Presbyterian will assess the feasibility of expanding this program to the Lincoln County Medical Center. Additional healthy eating strategies include support of cooking classes, farmer's market incentive programs, and support for the Lincoln County Hunger Collaborative and their hunger reduction initiatives for older adults, school aged children, and residents living in poverty and/or transient housing.

One of the strategies to increase physical activity includes partnering with the health council to further develop, map, and publicize wellness trails to increase utilization by area residents. Additionally, PHS will support efforts to build awareness of and incentivize other opportunities for active living.

Strategies for prevention of unhealthy substance use include positive youth development programming and continued support of the Lincoln County Community Assistance Program and their provision of free behavioral and mental health to county residents.

Through several system-wide initiatives, including support of local public health initiatives, PHS will focus on local coalition and capacity building. Implementation plans will reflect the PHS commitment to equity of care and the elimination of disparities.

Through development of internal capacity and strong partnerships, PHS will continue to monitor and assess the health of the community as well as the collective impact of community health improvement activities.

The 2016-2019 CHNA process could not have been completed without the help and input from the county health councils, the volunteer community leaders that make up each of PHS's hospital Boards of Directors, community organizations and community members, and representatives from the New Mexico Department of Health. Presbyterian is very grateful for the support of each county health council and their willingness to partner. Through close and continued collaboration, PHS, with the help of community partners, hopes to have a lasting and meaningful impact on health and equity in New Mexico.



Lincoln County Medical Center Community Health Implementation Plan

Overview

Presbyterian Healthcare Services exists to improve the health of patients, members and the communities it serves. Presbyterian was founded in New Mexico in 1908, and is the state's only private, not-for-profit healthcare system and its largest provider of care.

Presbyterian operates eight hospitals in the communities of Albuquerque, Clovis, Espanola, Rio Rancho, Ruidoso, Socorro and Tucumcari; a statewide health plan; a growing multi-specialty medical group; and three community ambulance systems. Presbyterian is the second largest private employer in New Mexico with more than 10,000 employees and provides services to one in three New Mexicans.

Lincoln County Medical Center (LCMC) is a critical access hospital that has served the Lincoln County community since 1950, when the facility first opened as the Ruidoso-Hondo Valley General Hospital. LCMC is owned by the County of Lincoln, and since 1972 has been leased by Presbyterian Healthcare Services, which has aided its growth and advancement. Through its affiliation with PHS, LCMC is able to provide access to highly specialized care.

In addition to the expansion of community health priorities for the next three years, PHS designated a new Center for Community Health in 2016 with a focus on community health improvement. The Director, Leigh Caswell, MPH, has over 10 years of public health experience in New Mexico. The Center for Community Health is staffed by individuals with public health experience and expertise, including a Community Health Epidemiologist hired in 2016. The Presbyterian Center for Community Health is committed to community health improvement through community engagement and sustainable collective impact.

For the purposes of the Community Health Needs Assessment and the implementation plan, PHS has generally defined the "community" of each hospital as the county in which the hospital is located. Lincoln County Medical Center defines its community as Lincoln County, New Mexico.

Presbyterian exists to improve the health of patients, members and the community it serves

Community Health Needs Assessment Background

In 2016, as part of the Community Health Needs Assessment (CHNA) process, Lincoln County Medical Center and the Presbyterian Center for Community Health partnered with the Lincoln County Health Council to conduct a community health assessment to identify significant community health needs in each county. The health council submitted a description of the significant needs, sources of supporting data, how the needs were determined, and the alignment of the needs with state and national health goals (Healthy People 2020 www.healthypeople.gov).

Significant health needs were determined by the Lincoln County Health Council with assistance from the New Mexico Department of Health. Publicly available epidemiologic data, the results of a community survey, as well as health council discussion and local narratives were used by the health council to determine significant health needs. The council reviewed state and national health priority areas for alignment. Additional details including individuals who provided input can be found in the CHNA report.

The top five community health needs for 2016-2019 identified by the Council are:

1. Increase access to care
2. Reduce food insecurity
3. Reduce the number of deaths related to Chronic Obstructive Pulmonary Disease (COPD)
4. Increase smoking cessation among pregnant women
5. Reduce tobacco use by adolescents

The Center for Community Health worked with Lincoln County Medical Center leadership to review and prioritize the significant health needs for 2016-2019 for this region. Per IRS requirements, LCMC heavily weighted community input in identifying and prioritizing significant health needs. The importance to the community as well as consideration of size and severity of the need, community assets, alignment with PHS purpose, vision, and values, existing interventions, sustainability, resources, and potential for greatest impact informed the selection and prioritization of three significant health needs Presbyterian will address in Lincoln County.

Based on community input, alignment with county priorities, the potential to impact significant health issues in New Mexico, and the substantial investment in these areas in 2016-2019, Presbyterian will continue to focus on healthy eating, active living, and prevention of unhealthy substance use as its community health priorities in Lincoln County for the next three years.

As part of the Community Health Needs Assessment process, community health forums facilitated by the Community Health Epidemiologist and Community Engagement Specialist were held in each county to gain insight into the specific barriers, opportunities and potential strategies for achieving the stated priorities in each community. Input affirmed the health priority areas and provided valuable information on community assets and potential partners for community health improvement plans. As outlined in the IRS requirements, forum participants included:

- People with special knowledge of or expertise in public health
- Federal, tribal, regional, state, or local health or other departments or agencies with current data or other information relevant to the health needs of the community served by the hospital facility
- Leaders, representatives or members of medically underserved, low- income and minority populations and populations with chronic disease needs in the communities served by the hospitals
- Business and economic development professionals and non-profit leaders

Plan Development

Presbyterian and community partners have been and will continue to use a collective impact approach for community health improvement planning and implementation. This approach focuses on capacity-building and partnership with local health infrastructure to leverage resources and implement broad evidence and practice-based community health activities in order to address significant health needs in the County.

The following principles were identified to guide the development of the interventions incorporated in the Implementation Plans:

- Data will be used to drive identification of interventions
- Interventions will be based on professional theories and will be consistent with professional and/

Section 2: Community Health Implementation Plan

or best known evidence or practices

- The purpose of the interventions will be clearly stated and easy to understand
- Interventions will be simple and will support and enhance existing interventions
- Interventions will be practical and realistic
- Interventions will be sustainable
- Interventions will be engaging to the priority population
- Interventions will be age appropriate and culturally relevant
- Interventions will promote equity and will not reinforce disparities in health outcomes
- The plan will be integrated with existing hospital and PHS plans
- PHS will collaborate with existing agencies to strengthen adopted strategies
- Interventions will be evaluated and monitored

Additionally, PHS used the guidelines from 2015 IRS Schedule H instructions (p. 17-18), which specify that a community health intervention must:

- Be carried out or supported for the purpose of improving community health or safety
- Be subsidized by the organization
- Not generate an inpatient or outpatient bill
- Not be provided primarily for marketing services
- Not be more beneficial to the organization than to the community (e.g. not designed primarily to increase referrals of patients with third-party coverage)
- Not be required for licensure or accreditation
- Not be restricted to individuals affiliated with the organization (employees and physicians)
- Meet at least one community benefit objective, including improving access to health services, enhancing public health, advancing generalizable knowledge, and relieving government burden
- Respond to demonstrated community need

Plan for Prioritized Significant Health Needs

Healthy Eating

Goal 1

Assess the feasibility of offering CYFD At-Risk and Summer feeding program through the LCMC hospital cafeteria

Goal 2

Support cooking and nutrition education to Lincoln County residents for youth and adults

- Increase availability and awareness of classes

- Provide incentives or rewards for participating in healthy eating and educational opportunities

Goal 3

Increase use of Lincoln County Farmers' Markets

- SNAP 2 for 1 and other incentives

- Incentivize more farmers to increase produce availability

- Increase awareness through coordination, signage, and outreach

Goal 4

Support Lincoln County Hunger Collaborative and their hunger reduction initiatives for older adults, school aged children, and residents living in poverty and/or transient housing

Support Lincoln County Hunger Collaborative & hunger reduction efforts

Active Living

Goal 1

Support increased physical activity through access to trails

- Develop, map, and publicize trails

- Engage providers in referring patients to utilize wellness trails

- Explore efforts to designate a walking district for mixed abilities

Goal 2

Support organized groups in Lincoln County that encourage and educate about active living and health

- Provide education about active living

- Support local publications and activity guides that inform residents about opportunities for active living

- Provide resources and education to seniors, residents with low mobility, or those who are beginning to be more active to encourage active living

- Provide incentives or rewards for participating in active living opportunities

Prevention of Unhealthy Substance Use

Goal 1

Support positive youth development

Support prevention efforts in schools

Support continued health council collaboration with youth oriented programming i.e. Juvenile Justice Program, High Mountain Youth Project

Goal 2

Support the Lincoln County Community Assistance program and their provision of free behavioral and mental health to county residents

System-wide Strategies and Interventions

Goal 1

Support coordinated strategy to inform residents about available resources for healthy eating, active living, and prevention of unhealthy substance use

Goal 2

Develop and implement social marketing campaign to influence behavior change related to healthy eating, active living, and prevention of unhealthy substance use

Goal 3

Support evidence based or theory driven chronic disease and/or diabetes management and prevention initiatives

Goal 4

Partner with Lincoln County Health Council to support healthy eating, active living, and prevention of unhealthy substance use activities and other health council priorities identified in the CHNA and unaddressed directly by this plan

Support health council efforts to build relationships and increase activities outside of the city of Ruidoso and improve health in rural and other areas of Lincoln County

Goal 5

Advance local community health leadership development and support community capacity building efforts in Lincoln County

Goal 6

Promote equity and the elimination of health and healthcare disparities

Investigate and promote cultural relevancy and language accessibility for community health improvement activities

Broaden coalition of stakeholders and partners to better facilitate services and programs that address needs of medically underserved, low-income, or minority populations

Community Health Needs Not Addressed in This Plan

Given the Presbyterian investment in the community health priorities of healthy eating, active living, and prevention of unhealthy substance use, and the alignment of these priorities with the Lincoln County community needs we will be continuing our focus on these existing priorities. Consistent with the PHS purpose to improve the health of the patients, members and communities it serves, Presbyterian remains committed to providing preventive, acute, episodic and chronic care to address the priority health conditions in each community with input from communities, key stakeholders and governance.

What follows is a description of how PHS is addressing the remaining needs identified in the CHNA that fall outside of the three health priority areas and not incorporated into the CHIP.

The top five community health needs for 2016-2019 identified by the Lincoln County Health Council are:

1. Increase access to care
2. Reduce food insecurity
3. Reduce the number of deaths related to Chronic Obstructive Pulmonary Disease (COPD)
4. Increase smoking cessation among pregnant women
5. Reduce tobacco use by adolescents

Reducing food insecurity, tobacco prevention and treatment, and chronic disease management are addressed directly by priority specific and system-wide strategies and interventions. Prevention and reduction of deaths related to COPD is impacted by prevention of unhealthy substance use and system-wide goals and interventions. Presbyterian works to increase access to mental and behavioral healthcare as well as general health and wellness services through system-wide strategies focused on health equity, cultural relevancy, collaboration, and local health capacity building.

The Lincoln County Assistance Program assists community members in crisis and helps connect them to needed care and social or community supports. Presbyterian offers obstetrics & gynecology, preventative care, and family medicine at LCMC as well as PMG clinics in Capitan, Corona, and Carrizozo. Prenatal and preventative care are available to pregnant women. Smoking cessation and other preventative services are offered to patients of all ages.

As a not-for-profit health system, Presbyterian has an obligation to provide a community benefit and address the overarching health issue of poverty and its effects on access to health services. In 2015 it provided approximately \$15.0 million at cost in free medical care and \$40.7 million at cost in uncompensated care.

System-wide strategies include promoting cultural relevancy and language accessibility for community health improvement activities. PHS will also seek to better facilitate community health services and programs that address needs of medically underserved, low-income, or minority populations. Presbyterian uses trained staff, as well as video and phone interpretation services, to meet the needs of its patients to obtain, process, and understand basic health information and services in order to make appropriate health decisions. These interpretation services can be accessed anywhere in PHS hospitals or clinics and increase access to care.



Plan Adoption and How to Get Involved

Board Approval and Implementation

This Community Health Implementation Plan was approved by the LCMC Board in July 2016 and by the PHS Board Quality Committee in August 2016.

Lincoln County Medical Center will implement the CHIP throughout 2016-2019 with regular updates that will be posted on phs.org.

If you have questions about the plan or would like to participate in the process, please call the PHS Center for Community Health at (505) 559-6852.

Additional Resources and Opportunities

Below are a few additional resources and services in Lincoln County.

For a more complete picture of Lincoln County assets, existing services, and community programs please see the Lincoln County CHNA or visit the Lincoln County Health Council website.

ShareNM www.sharenm.org/communityplatform/newmexico

Lincoln County Health Council

www.business.ruidosonow.com/list/member/lincoln-county-community-health-council-540

Lincoln County Health and Wellness Guide and Resource Directory

www.issuu.com/tkomediasolutions/docs/health_n_wellness_guide_2016_web

Lincoln County Assistance Program—Toll Free, 24 hour hotline **1-800-888-3689**

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