



Presbyterian Healthcare Services Community Health Implementation Plan (CHIP)

Presbyterian Española Hospital

2016-2019

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Executive Summary



*Brenda Romero
Administrator, Presbyterian
Española Hospital*

Presbyterian Española Hospital (PEH) is an 80-bed acute care hospital located in Española, New Mexico. PEH offers general acute inpatient care, surgical services, and emergency care as well as a variety of other services. Since it first opened in 1948, Presbyterian Española Hospital's goal has been to provide quality care to the community. Over the years, PEH has expanded to meet the growing needs of the Española valley, Rio Arriba County, and northern New Mexico. Recently, it has added many new services to provide state of the art treatment to patients in Rio Arriba County.



*Leigh Caswell, Director
Presbyterian Center for
Community Health*

In 2016, as part of a Community Health Needs Assessment (CHNA) process, Presbyterian partnered with the Rio Arriba Community Health Council to conduct a community health needs assessment and update the previous CHNA to inform community health improvement activities for 2016-2019. The Rio Arriba Community Health Council identified and prioritized significant health needs in the community. 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 Rio Arriba County community needs, the PEH Board approved continued focus on these priorities for 2016-2019. In response to the assessment of particular and significant needs, Presbyterian will also prioritize behavioral health in Rio Arriba County.

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 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.

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 Presbyterian Española Hospital. Additional healthy eating strategies include support of cooking classes, farmer's market incentive programs, and support for the Rio Arriba County Food Council and their hunger reduction initiatives for children, grandparents raising grandchildren, and residents of rural areas.

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 for robust home visiting services. Presbyterian is addressing behavioral health needs by not only continuing to provide services and partner with other services providers for coordinated care and treatment, but also through participation in prevention initiatives underway in the community such as the Behavioral Health Investment Zone planning process. Certain behavioral health needs will be addressed by an increase in community members and community professionals trained in Mental Health First Aid.

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. With help from community partners, 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.



Presbyterian Española Hospital 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.

Presbyterian Española Hospital (PEH) is an 80-bed acute care hospital located in Española, New Mexico. PEH offers general acute inpatient care, surgical services, and emergency care. A variety of other services are available, including but not limited to: family medicine, internal medicine, pediatrics, a same day care clinic, obstetrics and gynecology, general surgery, orthopedic care, podiatry, pulmonary medicine, sleep disorders medicine, urology, nutritional counseling, a diabetes resource center, physical therapy, first time parent home visiting, home care, and radiology. The surrounding community offers primary care, behavioral health, substance abuse, and domestic violence programs.

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. Presbyterian Española Hospital defines its community as Rio Arriba 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, Presbyterian Española Hospital and the Presbyterian Center for Community Health partnered with the Rio Arriba Community 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 Rio Arriba Community Health Council with assistance from the New Mexico Department of Health and their many community partners and member organizations. Publicly available epidemiologic data, the results of a survey, as well as health council and committee reports and discussions 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 community health needs for 2016-2019 identified by the Council are:

1. Improve access to care
2. Reduce behavioral health risks
3. Enhance resources to older adults
4. Reduce violence, injuries, and accidents
5. Reduce the rates of major chronic diseases (with an emphasis on diabetes and stroke)
6. Support children at risk
7. Reduce the impact of respiratory illnesses
8. Increase access to healthy, fresh food
9. Increase access to affordable, reliable transportation
10. Develop and implement plans for expanded number of affordable housing units
11. Continue health care industry economic development and job creation

The Center for Community Health worked with Presbyterian Española Hospital leadership to review and prioritize the significant health needs for 2016-2019 for this region. Per IRS requirements, PEH 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 four significant health needs Presbyterian will address in Rio Arriba 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 with an additional focus on behavioral health in Rio Arriba County for the next three years.

As part of the Community Health Needs Assessment process, community health forums facilitated by the Center for Community Health staff 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/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

Increase access to healthy food for youth and families in Rio Arriba County

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

Continue participation in the Food Council

Support local procurement and farming education efforts

Increase availability of fresh produce to rural, urban, and native communities in Rio Arriba County

Goal 2

Increase use of Rio Arriba County Farmers' Markets and Food Coop

SNAP 2 for 1 and other incentives

Goal 3

Support cooking and nutrition education to Rio Arriba County residents for youth and adults

Support organized groups both in and outside of Española that provide nutrition, wellness, cooking, and farming education and programs

Support local procurement and farming education 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

Prevention of Unhealthy Substance Use

Goal 1

Support positive youth development

Support initiatives to address needs of grandparents raising grandchildren

Support farming education for young people

Support home visiting programs for parents and families

Behavioral Health

Goal 1

Support health council and local efforts to address behavioral health needs

Participate in ongoing initiatives such as the Behavioral Health Collaborative and Behavioral Health Investment Zone planning

Participate in behavioral health workforce development efforts

Bring greater awareness to existing mental and behavioral health resources

Help reduce stigma of mental and behavioral health conditions and treatment

Goal 2

Encourage statewide dissemination of SAMSHA-HRSA Mental Health First Aid Training for first responders, medical personnel, and other interested community members.

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 Rio Arriba Community 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 Rio Arriba County

Goal 5

Advance local community health leadership development and support community capacity building efforts in Rio Arriba 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 Rio Arriba County community needs we will be continuing our focus on these existing priorities with the additional priority of behavioral health. 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 by the council and includes activities not incorporated into the plan.

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

1. Improve access to care
2. Reduce behavioral health risks
3. Enhance resources to older adults
4. Reduce violence, injuries, and accidents
5. Reduce the rates of major chronic diseases (with an emphasis on diabetes and stroke)
6. Support children at risk
7. Reduce the impact of respiratory illnesses
8. Increase access to healthy, fresh food
9. Increase access to affordable, reliable transportation
10. Develop and implement plans for expanded number of affordable housing units
11. Continue health care industry economic development and job creation

Implementation plans include strategies to address and prevent tobacco use, a major risk factor for chronic and respiratory diseases. Strategies to promote healthy eating and active living also help prevent and manage chronic diseases and other poor health outcomes. Prevention and treatment of substance use contribute to a reduction in behavioral health risks. The CHIP also addresses increased access to mental and behavioral health care. 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.

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 spends significant resources on health communications and health information technology as part of innovation and best practice. For example, through a Discharge Call Center, patients leaving inpatient or emergency services are contacted within 72 hours to assist them and their families with a safe transition to home, provide education as needed, reinforce discharge instructions and seek opportunities for improvement. 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.

Presbyterian is supporting health council and other initiatives to further engage and provide services to older adults, including increasing awareness of healthcare services available through PEH and PMG clinics, like case management, homecare, rehab, and diabetes management services. PEH ensures all inpatients are screened for risk of fall, and preventive steps are taken. In ambulatory settings, at-risk adults and geriatric patients are screened for risk of falling, and preventive measures are taken. In home care settings, risk of home injury and falling is completed with all patients, and preventive measures are taken.

In addition to risk assessments and fall prevention, PHS addresses injury and violence prevention in several ways: car seats are provided for a \$20 donation to families in need; the First Born home visiting program focuses on safety for pregnant women, infants, and children through age 3; “Precious Beginnings” case management is a program for high-risk mothers that focuses on safety during pregnancy; and domestic violence screening, suicide assessment, and depression screening are incorporated into all ambulatory patient visits, and referral sources are provided when indicated.

PEH will continue to collaborate with the RACHC, the Rio Arriba Health and Human Services Department and others to help provide a community immunization program at the 9 Senior Centers to help prevent respiratory illnesses. PEH and clinics will continue to provide quality clinical care for the proactive management of respiratory conditions.

While Presbyterian does not address transportation or housing directly, as one of the largest private employers in the region, Presbyterian contributes to the economic development of the community by providing jobs through its clinics, hospitals, health plan, and through ancillary services and contracts. In 2015 Presbyterian Española Hospital employed 375 community members. Presbyterian will continue to contribute to the development of the health care workforce in Rio Arriba, including through activities mentioned in this implementation plan. 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.

The Rio Arriba Community Health Council and their member organizations and partners, including the New Mexico Department of Health have also made specific plans to address these health needs. In order to address access to care they are planning to increase the number of Medicaid and benefits enrollers and advocates to reach and enroll more people in Medicaid as well as other benefit programs, host access & enrollment events in different parts of the county, and continue to reduce inappropriate use of the ER/ED through referral to same day clinic and/or CHC medical homes, among other strategies.

To address behavioral health needs as well as many of the social needs found in the community, the RACHC has several resources and initiatives. They recently received funding from NM BHSD for \$250,000 a year for five years (Behavioral Health Investment Zone funds) to reduce behavioral health risks and overdose deaths. The RACHC is also engaged in coordination of interagency

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responses to behavioral health and overdose issues through their Behavioral Health and Overdose Death Task Forces. Additionally the RACHC will be working to increase the funding available to behavioral health providers through contracts as well as third party payer sources, including Medicaid, using BHIZ funding to leverage additional expansion. The RACHC has also developed their own Affordable Housing Plan and tracks housing needs in the community.



Plan Adoption and How to Get Involved

Board Approval and Implementation

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

Presbyterian Española Hospital 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 Rio Arriba County.

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

ShareNM www.sharenm.org/communityplatform/newmexico

Rio Arriba Community Health Council www.rachc.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.