

Community Health Needs Assessment Implementation Plan

WakeMed is engaged in initiatives identified herein to address findings from the 2016 Community Health Needs Assessment (CHNA). Priorities among these initiatives can change based on findings of effectiveness and availability of resources, but these projects are planned for the Fiscal 2017-2019 horizon.

The 2016 CHNA will be used on an ongoing basis to help WakeMed prioritize approaches to improving the health of our community. WakeMed will initiate some efforts on its own, for others it will seek to collaborate with community agencies and other providers.

WakeMed’s goal, a healthier population in its service area, is first and foremost in its planning. As shown in the graphic below, WakeMed’s Mission is: **To improve the health and wellbeing of our community with outstanding and compassionate care to all.** This core belief of WakeMed is voiced consistently by its senior leadership.



The implementation plan that follows is organized by the following key 2016 CHNA priorities:

- Access to Healthcare
- Access to Insurance
- Transportation
- Mental Health

Throughout the document initiatives being implemented or continuing at WakeMed are identified. It is believed that these initiatives will help provide patients with access to the healthcare resources they need.

WakeMed operates under two hospital licenses, WakeMed Raleigh Campus and WakeMed Cary Hospital. The service area that is WakeMed's focus both for its Cary Hospital and Raleigh Campus is Wake County, North Carolina. The Cary Hospital includes the Apex Healthplex stand-alone Emergency Department. The Raleigh Campus includes the North Family Health and Women's Hospital, the Brier Creek Healthplex Emergency Department, and the Garner Healthplex Emergency Department. WakeMed also has a large multi-specialty physician organization which supports the community – WakeMed Physician Practices (WPP). WPP currently employs over 258 physicians.

Within the document, items marked “**CA**” are part of the Cary Hospital Implementation plan (Cary Hospital license), items marked “**RC**” are part of the Raleigh Campus implementation plan (Raleigh Hospital license), and items marked “**WS**” are for the WakeMed system plan and apply to both the Raleigh and Cary plans.

This implementation plan, along with the CHNA document, will be made available on the WakeMed Health & Hospitals website, and at the administrative offices of the Raleigh Campus and the Cary Hospital. To access an electronic version of this website go to <http://www.wakemed.org> and look under the community benefit section of the website.

Access to Healthcare

Wake Key Community Care (WKCC) **WS**

WakeMed Key Community Care was formed by WakeMed Health & Hospitals, WakeMed Physician Practices (WPP) and Key IPA Physicians to provide the Triangle community, including Wake County, with high quality, coordinated care at a reasonable cost through an Accountable Care Organization.

WakeMed has made a multi-million dollar investment in WKCC

Community Case Management - *see also: Mental Health* **WS**

WakeMed initiated a program in FY 2015 to help high utilizers and uninsured patients in the community find a primary care medical home and connect with social support services. Services include, but are not limited to food pantries, shelters for housing, substance abuse programs, care programs, prescription drug programs, etc. This program focuses on the utilization of analytics to identify WakeMed's highest risk patients and work with them to access health care and address the often complicated social, psychiatric and addiction related barriers to care. The program also helps patients who qualify get insurance coverage and disability assistance.

\$898,804 annually (clinical staff to manage care coordination)

Alliance Medical Ministry **RC**

WakeMed contracts with Alliance Medical Ministry to provide follow up care to WakeMed ED patients who do not have a medical home. The goal is to establish these patients with Alliance for their ongoing medical management needs. Program reduces non-urgent ED use, and assures that all patients have access to appropriate follow-up care.

\$425,125 annually

UHS-Pruitt Nursing Facility Agreement **WS**

WakeMed initiated an agreement with UHS-Pruitt to place unfunded patients into an appropriate care setting for skilled nursing care after their acute care stay. These patients are typically neither eligible for governmental funding nor commercial coverage. However, they have high needs and cannot be discharged from WakeMed facilities without a facility to accept them. By providing funding, WakeMed assures that these patients have an appropriate placement and access to needed healthcare resources. By doing so, WakeMed also frees up inpatient resources for other area residents.

\$1,400,000 annually (varies, based on number of patients referred and extent of their medical needs)

Debnam Clinic Agreement RC

WakeMed contracts with the Debnam Clinic in order to provide medical care to the underserved in communities within Southeast Raleigh and parts of Wake County. The clinic provides follow up appointments for patients discharged from acute care or the emergency department and seeks to establish a medical home for patients who have been unable to find access to primary care. The clinic also helps WakeMed ensure appropriate aftercare for patients discharged from the hospital.

\$216,000 annually

“ENERGIZE!”™ WS

Founded by WakeMed employed physicians, ENERGIZE! Is a twelve week fitness and nutrition program for youth that offers a family-centered approach to making healthy lifestyle changes. The program is offered at different locations in the community. WakeMed provides clinical oversight and manages referral processes for the participants in the program.

Costs absorbed by WakeMed Pediatric Endocrinology Clinic and collaborative partners.

Pediatric Sedation Program RC

One of the challenges at the WakeMed Children’s Hospital (part of the Raleigh Campus) is the provision of pediatric sedation for OP testing and procedures. To better meet this need WakeMed plans to provide a consistent OP location for pediatric patients needing sedation for OP procedures.

Volumes projected at 777 annually

Transitional Life/Hospice/Palliative Care WS

WakeMed contracts with Transitions Life Care to provide palliative care services at WakeMed Raleigh and Cary Hospitals. Transitions Life care provides palliative care (symptom management) and end-of-life consults to patients and their families. In partnership with WakeMed they work to appropriately transition patients from the inpatient setting to the appropriate care location based on their desires and clinical needs. WakeMed does not employ palliative care physicians and this service is essential to fully support patients and families with advanced disease.

\$600,000 annually

Paired Health C3 WS

WakeMed contracts with C3 Healthcare to improve outcomes for challenging, high-risk patients by helping hospitals extend clinical care into the community and to the home through home visits and mobile healthcare services. C3 provides short term follow up care for patients who were recently discharged from WakeMed. Many of these patients are seen frequently in the emergency department and lack a primary care provider. C3 visits patients in their homes and then works with other WakeMed partners and community practices to transition patients to a medical home for ongoing care.

\$500,000 estimated for 2017, and going forward annually

340B program RC

Program to help uninsured patients access pharmaceuticals at a discount.

WakeMed Physician Practices – Expansion Plans – 2017

Primary Care Expansion WS

Expand WakeMed's primary care network to accommodate extended hours in all primary care locations. WakeMed plans to add clinicians over the next three years. WakeMed currently employs 258 physicians, of which about 37 are engaged in community-based primary care.

Clinics are subsidized by the health system, but provide much needed coverage that contributes to the overall viability of the health system.

Pediatric Obesity Program CA

WakeMed recruited a specialized Pediatric Obesity Pediatrician and begin to offer a pediatric obesity clinic. The physician came on board in June of 2016. Although reimbursement may not cover expense, the clinic is expected to provide solid medical management to steer obese children to a better lifestyle and better healthcare outcomes.

Clinic is to be subsidized by the health system. Volumes projected at 1309 annually.

WPP Expansion Plans – 2017 (continued)

Maternal Fetal Medicine CA

WakeMed has identified a need for expanded services to meet our growing OB/GYN volumes in Wake County. The addition of a Maternal Fetal Medicine (MFM) specialist is planned to better meet current demand. MFM expanded to WakeMed North Family Health and Women's Hospital and to Cary Hospital in FY 2016.

Volume projected at 1,123 incremental patients.

OB/GYN WS

In addition to the Cary practice that opened in April of 2016, WakeMed plans to open another new OB/GYN practice site in the service area, specifically in the Brier Creek (RC) market.

Incremental visit volume projections are: Cary - 7,879 visits, Brier Creek – 11,155 visits.

Pediatric Gastroenterology Clinic RC

WakeMed hosts a Children's Advisory Committee that over the past decade has been working to identify gaps in care for children in the community. One of the areas of need they have identified is care for pediatric gastroenterology issues. WakeMed recruited a physician to offer pediatric gastroenterology services in a prior year, and is adding an additional Advanced Practice Provider (APP) to expand current services and allow expansion to the North Hospital. The APP started in October of 2016 (FY 17).

Volumes projected to rise from 1,258 in 2016 to 1,857 in 2017.

Pulmonary Medicine Clinic WS

WakeMed is recruiting to open outpatient pulmonary medicine practices in Raleigh, Cary, and Brier Creek. This is to address limited resources for follow up care.

Volumes projected at 2,509.

Rainbow Fund WS

WakeMed Volunteers raise funds to acquire medications for ED patients.

Advocates for Health in Action (AHA) WS

AHA is a collaborative of 75 organizations and interested individuals working to create a healthier Wake County by shaping policies, systems and environments that increase access to healthy food and physical activity. AHA facilitates partnership and collaboration between existing programs and services to create a community that works together effectively.

WakeMed provided seed money to start this program. Annual Gift of \$15,000 is ongoing.

Pediatric Advice Line RC

In order to cover afterhours care for pediatric physician practices in the community, WakeMed began a telephone triage program over a decade ago. WakeMed continues to provide after-hours nurse advice to parents/caretakers of sick children. Although fee-based, the program revenue does not cover expenses. The advice line receives over 15,000 calls annually and serves 13 external physician practices along with 4 WakeMed Physician Practices (WPP) after hours.

Referral after Discharge Information WS

Provide all inpatients with information about community providers that offer care at either low or no cost to people with private health insurance, Medicare/Medicaid, or uninsured. Further, for patients needing assistance with follow up care, WakeMed has hired 2 FTE's as patient navigators to help patients get the care they need in the community post-discharge. WKCC and WPP are active partners in assuring timely follow up for patients with significant clinical needs.

WakeMed spends in excess of \$100,000 annually on this program.

Sharing of Clinical Information WS

Now that all major health institutions in the Wake County Market operate on the same electronic health record, WakeMed has benefited from shared EPIC population health reports with community providers. This sharing allows for expansion of population health efforts/dashboard review, and allows clinics to come up with proactive care plans for their patients with identified elevated risk profiles.

In addition, a new homeless screening question in EPIC registration allows for targeted homeless outreach through local federally funded clinics (FQHC).

Outpatient Rehabilitation CA

WakeMed continually explores gaps in care within the community and makes efforts to fill those gaps where possible. As part of this effort WakeMed plans to expand the availability of outpatient rehabilitation services (physical and occupational) in the Apex area, particularly for the elderly population.

Ronald McDonald House at Heart Center Inn RC

Over the past 2 years WakeMed had conversations with the local Ronald McDonald house non-profit organization about the needs families of children have at WakeMed. As WakeMed's Children's Hospital at the Raleigh Campus has grown in breadth and depth, the need for short and long-term lodging for patient's families had become acute. To address this concern, WakeMed has made 5 rooms available for use to families who have children in WakeMed's Pediatric and Neonatal Intensive Care Units (PICU & NICU).

WakeMed Homeless Grand Rounds RC

WakeMed offers an ongoing lecture series and 4 different homeless locations in Raleigh focused on the education of homeless individuals on improving their health. Priorities addressed include: Education and lifelong learning; Physical Activity, Nutrition and Obesity, Housing and Homelessness, and Community Engagement)

One of the ongoing gaps in care in our community is preventative care to vulnerable populations. In order to improve health status WakeMed uses this lecture series to provide flu shots. WakeMed invites homeless individuals to "eat and learn" about preventative care. After that program lecture they are offered flu shots. This reduces the risk to this population, reduces hospitalizations/ED visits, and promotes a healthier community.

Advance Community Patient Grand Rounds RC

In collaboration with Advance Community Health, a local Federally Qualified Health Clinic (FQHC), WakeMed offers an ongoing lecture series focused on empowering patients to improve their health. Just as with the homeless population, the priorities addressed include Education and lifelong learning; Physical Activity, Nutrition and Obesity, and Community Engagement.

Get Active SE Raleigh 5K/Million Step FitBit Challenged RC

(Proposed) WakeMed plans to utilize analytics to identify patients in southeast Raleigh who would benefit from increased activity facilitated through FitBit Activity Watch. The program goal is to achieve 1,000,000 daily steps – 10,000 steps a day from 100 participants. Program design may also "challenge" other communities to match results. Program planners are also considering a southeast Raleigh 5K (in collaboration with the YMCA as they plan their new SE Raleigh Location) to help increase activity in the community. Linking to FitBit will help patients to establish sustainable healthy lifestyle changes that will extend past the 5K.

Raleigh Rescue Mission Clinic Proposal WS

(Proposed) WakeMed is exploring a collaboration with Raleigh Rescue Mission to operate two half day clinics at the Mission in order to increase access to health care for the homeless, decrease the numerous weekly "ED send outs" currently happening, allowing better follow-up post-discharge for homeless patients discharged to shelter (decrease LOS) and improve coordination of care with our local federally funded Health Care for the Homeless Clinic. Program may result in teaching opportunities for residents/students to address needs of teaching facilities to expose their students to higher risk populations. (Priorities addressed: Access to Health Services, Mental Health/Substance Abuse/Housing and Homelessness).

Access to Insurance

Triangle United Way WS

In order to help families who qualify for premium assistance through the Federal Health Insurance Exchange, WakeMed supports a Triangle United Way program – Premium Help – that screens and identifies patients who face hardships and helps support their insurance premiums through the exchange. This reduces monthly premiums for qualified individuals and their families.

\$250,000 annually

Health Fair for uninsured WS

Although a relatively inexpensive investment, health education for the uninsured allows those individuals understand their position and gather tools for future stability. WakeMed, in collaboration with other providers and governmental agencies, participates in this program.

\$1,200 annually

Health Insurance Marketplace WS

When unfunded patients with chronic conditions present to WakeMed, staff in registration make every effort to refer them to the Health Insurance Marketplace. Referring Medicaid-ineligible patients to Health Insurance Marketplace improves their access to care, especially if they face conditions that require ongoing monitoring and care.

No incremental costs.

Transportation

Hotel Voucher Program WS

WakeMed occasionally encounters patients who have 6 AM case starts, but who live some distance away and have limited funds for transportation and/or travel. WakeMed works with area hotels to subsidize hotel services for those who cannot afford to travel to and from locations. This allows these patients access to needed services and avoids overnight hospitalization when no clinical care is needed prior to procedures being performed.

\$9,000 annually

Wheelchair services WS

WakeMed observed that some of its patients were facing hardship because they were wheelchair bound but did not have access to appropriate transportation or office visits or procedural care. These patients were often using ambulance services to find transportation, and were being billed by those services due to the lack of medical necessity for transport. In order to provide appropriate transportation services to match patient needs, WakeMed contracted with area transport companies to ensure patients had access to care. The goal of reducing occasions where ambulance was requested and the patient did not meet medical necessity has been achieved. (Implemented at start of 2016 Fiscal Year).

Costs are unavailable, but the benefit to the patient per transport is a savings of, on average, \$725.

New Bern Avenue Corridor RC

Help create, financially support, and serve on the Board of the New Bern Avenue Corridor Alliance. Overall goal is to create a safe, functional, attractive and vibrant gateway street which encourages and supports strong economic development, a variety of quality housing, linked sustainable neighborhoods, vigorous communities and a memorable gateway to the City of Raleigh.

Annual gift of \$25,000 (2 year commitment)

Helicopter Transportation Service RC

As a Level 4 Trauma center, WakeMed depends on quick transport of patients from home, accident sites, and referring hospitals/ED's in order to provide care within the "golden hour". This quick transport saves lives and improves outcomes. WakeMed contracts with air transportation services to shorten transport time to or between hospitals. Patients who see major benefits are those diagnosed with stroke, cardiac, neonatal, neurosciences, or traumatic injuries.

\$48,000 annually

Capital Area Transit and Amigo Taxi Inc. WS

WakeMed occasionally encounters patients who are ready to be discharged home, but who lack social support structures and/or financial resources to arrange for transportation. WakeMed maintains a fund to subsidize bus and taxi services to provide this transportation.

\$2,727 annually

Rapid Transit Bond Initiative WS

As Raleigh continues to grow, traffic grows. Housing costs also grow, pushing people either further out or into more densely populated areas. In order to plan for future transport systems that enable residents to get where they need to go quickly and efficiently, WakeMed supports the Greater Raleigh Chamber of Commerce's Economic Development initiative to improve rapid transit in the Triangle.

\$5,000 donation annually

Mental Health

Community Case Management* RC

WakeMed provides patients information and referrals to hospital and community services for substance abuse/psych/homeless. A proactive case management model with close follow-up of behavioral health patients following an involuntary commitment discharge. This program helps to ensure medication compliance and safe/appropriate mental health follow-up

\$898,804 annually (included also under Access to Healthcare).

Mobile Services for involuntary commitments WS

After conversations with law enforcement and mental health facilities, WakeMed developed an transportation initiative through WakeMed Campus Police to appropriately transport patients from the system to area psychiatric facilities. This ensures the safety of mentally ill patients, caregivers, and security staff by placing appropriately trained staff in transport roles. It also reduces delays due to transport and allows for quicker access to appropriate care.

Cost not available.

Psychiatry Programs RC

Through employed physicians and support staff, WakeMed provides psychiatric consultative care to inpatients and observation patients at the Raleigh Campus who are either admitted for medical problems but have significant psychiatric co-morbidities, or who are awaiting bed availability and transfer to an appropriate psychiatric facility. WakeMed often holds psychiatric observation patients for 2 weeks or longer until a facility can be found with capacity to take a patient transfer. A staff of 8 current FTE's provides this support.

Costs are over \$1,000,000 annually

Psychological Care Unit at Cary Hospital CA

In order to safely care for psychiatric patients at WakeMed's Cary Hospital, modifications to patient rooms on the Cary Hospital 2E unit will allow accommodation of needs of medical patients with psychiatric needs. These modifications are currently underway. Development of this resource will reduce transport costs, and reduce the census at Raleigh Campus, while allowing for care closer to home.

\$675,000 (one time cost)

Alliance Behavioral Health WS

WakeMed works with the local mental health management entity (LME) to provide care coordination and to facilitate treatment for Medicaid and uninsured patients.

Employee Assistance Program WS

WakeMed provides service to its own employee base to guide managers and employees to use services as a resource for a variety of behavioral health issues. By promoting access to these services WakeMed is able to stabilize and maintain employees who would otherwise lose employability and enter the ranks of the unfunded/unemployed.

Cost of this program is unavailable.