

In 2019, WakeMed participated in Wake County's 2019 Community Health Needs Assessment process – which is a collaborative effort between the residents of Wake County and many of its community partners. Throughout the research and information-gathering process, five key opportunities were identified as critical to improving the health and well-being of our community:

- Access to Care
- Employment
- Mental Health & Substance Use Disorders
- Housing & Homelessness
- Transportation Options & Transit

As such, WakeMed has developed the following implementation plan to address the priorities as outlined in the Wake County 2019 Community Health Needs Assessment.

Community Health Needs Assessment Implementation Plan 2020–2023



ACCESS TO CARE

Ensuring all members of our growing community have access to the healthcare services they need is critical to maintaining the health of Wake County. WakeMed is focused on improving access to care through continued growth and expansion, as well as the development of innovative models of care delivery.

PRIORITY	STRATEGY	ACTIVITY	EVALUATION/MEASUREMENT
Improve access to care	Evaluate system's current state of access; identify gaps, establish benchmarks and specific objectives to transform access to the system.	<ul style="list-style-type: none"> • Perform formal assessment. • Hire Executive Director of Patient Access & Engagement. 	<ul style="list-style-type: none"> • Assessment conducted with specific objectives for transformation of access to the system. • Executive Director hired to lead the strategy.
	Increase access to much-needed outpatient services throughout Wake County.	<ul style="list-style-type: none"> • Add new physician offices in primary and urgent care, OB/GYN and others. New medical office facilities in Cameron Village, Medical Park of Cary, Medical Park of Kildaire, and new sites in West Cary, Wake Forest and North Raleigh. 	<ul style="list-style-type: none"> • Number of new locations opened, year-over-year increase in number of patient appointments.
	Eliminate the need for patients to seek specialty care outside of Wake County.	<ul style="list-style-type: none"> • Bring new specialty services not currently offered in Wake County, including Children's inpatient rehab, breast health services, cardiovascular services, oncology services, new behavioral health services, wound care (Cary), smoking cessation/lung cancer screening, etc. 	<ul style="list-style-type: none"> • Track the number of new services added, number of patients served.
	Increase capacity of existing inpatient and outpatient services.	<ul style="list-style-type: none"> • Add 40 new beds at Cary Hospital, new ED beds at North, etc. • Expected to add ~80 new providers to WakeMed Physician Practices to increase capacity. • Improve throughput and efficiency through performance (WW2E). 	<ul style="list-style-type: none"> • Track total patient encounters to identify year-over-year increase. • Track total number of WW2E projects per year.

PRIORITY	STRATEGY	ACTIVITY	EVALUATION/MEASUREMENT
Improve Access to Care	Support uninsured and underinsured patients' need for exceptional care.	<ul style="list-style-type: none"> Expand Community Case Management (CCM). Support community-based safety net providers. 	<ul style="list-style-type: none"> Track utilization of CCM. Continue to support with volunteer hours and cash donations.
	Use technology to enhance access to care through innovative offerings.	<ul style="list-style-type: none"> WakeMed Virtual Urgent Care. WakeMed All Access App. Telepsychology in Emergency Departments. 	<ul style="list-style-type: none"> Track utilization and downloads.
	Bring healthcare screenings and services into the community for greater access.	<ul style="list-style-type: none"> Mobile Wellness program. Community events and outreach activities. 	<ul style="list-style-type: none"> Track screening volume and outcomes.

EMPLOYMENT

As one of the largest private employers in Wake County, WakeMed employs more than 9,500 professionals in health careers and support services fields such as IT, hospitality, environmental services, engineering, finance, risk management and pastoral care with an annual payroll of more than \$836 million. One of WakeMed's strategic plan goals is to maintain an Extraordinary Team – which allows us to provide access to a variety of careers, career advancement opportunities and a good living wage right here in Wake County. We are committed to training our own employees, providing opportunities for continued career growth, education and advancement. We're also focused on developing the healthcare workforce of the future, equipping students with the skills and knowledge to secure employment in Wake County.

PRIORITY	STRATEGY	ACTIVITY	EVALUATION/MEASUREMENT
Employment	Provide unique on-the-job training, education and development activities to provide employment opportunities for growth.	<ul style="list-style-type: none"> Wake AHEC. Medical Simulation Center. Nursing Education programs . Provide continuing education through Organizational Development programming. 	<ul style="list-style-type: none"> Maintain a high internal promotion rate (FY19 69.26%). Track Organizational Development class participation.
	Help foster the next generation of healthcare professionals.	<ul style="list-style-type: none"> Residency programs (Nursing, Pharmacy, Surgical PA, Child Life, Pastoral Education, etc.). Wake Early College/Wake Tech/Enloe/Athens Drive High School Collaborations. Teaching programs for medical students and residents. Develop new Primary Care/Intensivist Residency Program. 	<ul style="list-style-type: none"> Track participation rates, community impact. Track hiring rates of students/residents.
	Encourage staff to pursue advanced degrees/training.	<ul style="list-style-type: none"> Tuition Reimbursement program for employees. Funding grants and scholarships for employee training, continuing education, etc. 	<ul style="list-style-type: none"> Provide more than \$860,000 in tuition reimbursement annually. Continue to maintain or increase that level each year. Continue to increase funding for Foundation Grants & Skills Scholarships.

MENTAL HEALTH/SUBSTANCE USE DISORDERS

Like most health systems across the country, WakeMed has seen a steady increase in the demand for behavioral health services. As such, we have continued to invest significant time, energy and resources to increase the capacity and breadth of services needed to support patients suffering from behavioral health conditions. Many of these strategies rely on the strong partnerships we've built with community-based organizations and our peer healthcare organizations throughout Wake County.

PRIORITY	STRATEGY	ACTIVITY	EVALUATION/MEASUREMENT
Mental Health/ Substance Use Disorders	Develop innovative, community partnerships to address behavioral health crisis.	<ul style="list-style-type: none"> • Network for Advancing Behavioral Health (NABH) • Connected Community. • Triangle Behavioral Health Inpatient Network. 	<ul style="list-style-type: none"> • Track readmissions, program participation rates and outcomes.
	Support patients with substance use disorders.	<ul style="list-style-type: none"> • Naloxone rescue kits in all 7 EDs. • Deliver medical-supervised detox treatment for high-risk OB patients. 	<ul style="list-style-type: none"> • Track utilization.
	Provide behavioral health services in our emergency departments.	<ul style="list-style-type: none"> • Behavioral Health Crisis and Consultation Liaison Service • Telepsychiatry Program. 	<ul style="list-style-type: none"> • Track utilization.
	Address the growing mental health problems affecting our youth.	<ul style="list-style-type: none"> • Pediatric Primary Care Telehealth Program (pilot). • Pediatric Weight Management program features embedded behavioral health services. 	<ul style="list-style-type: none"> • Track program performance and utilization.
	Systemwide efforts underway to reduce narcotic/opioid use.	<ul style="list-style-type: none"> • Significantly reducing Dilaudid use in EDs. • Development of WakeMed Pain Collaborative/ Non-pharmacologic Modalities Work Group. • WKCC focus on reducing opioid use. • Enhanced Recovery After Surgery (ERAS) protocols for heart surgery and elective C-sections. 	<ul style="list-style-type: none"> • Continue to monitor opioid use rates.

HOUSING & HOMELESSNESS

While it is outside WakeMed's resources and expertise to develop housing options, we are engaged in supporting our community's homeless population. With regard to their health and well-being, focusing on social determinants of health, we continue to explore innovative ways to improve access to care for patients in Wake County who are dealing with housing insecurity.

PRIORITY	STRATEGY	ACTIVITY	EVALUATION/MEASUREMENT
Housing & Homelessness	Support homeless community members by connecting them with needed community resources.	<ul style="list-style-type: none"> • PATH Grant Program. • Homeless Grand Rounds. • Community Case Management to reduce ED visits and establish medical homes. 	<ul style="list-style-type: none"> • Track program performance and utilization.
	Provide respite services for patients with medical needs and housing insecurity.	<ul style="list-style-type: none"> • Behavioral Health & Medical Respite Program. 	<ul style="list-style-type: none"> • Monitor readmissions.
	Partner with community non-profit organizations that support those with housing insecurity.	<ul style="list-style-type: none"> • Healing Transitions/Oak City Outreach Center. 	<ul style="list-style-type: none"> • Track volunteer hours and cash contributions. • Track health education programs and services.

TRANSPORTATION OPTIONS & TRANSIT

WakeMed supports patients and their need for reliable transportation in order to access high-quality health services and/or to maintain compliance with their plan of care. In addition, WakeMed supports enhanced transportation and transit options for our patients, visitors and employees. As an active member in a regional transportation advocacy organization, WakeMed lends our healthcare knowledge and expertise in transportation discussions throughout the community. We continue to explore innovative options to enhance/improve transportation and transit options for our patients and the community at large.

PRIORITY	STRATEGY	ACTIVITY	EVALUATION/MEASUREMENT
Transportation Options & Transit	Help patients without transportation secure rides to and from WakeMed facilities.	<ul style="list-style-type: none"> • Ride Health Program. • Subsidize taxi/bus fare. 	<ul style="list-style-type: none"> • Track participation/utilization.
	Explore innovative transportation strategies to reduce traffic, congestion, etc.	<ul style="list-style-type: none"> • Drone program with NCDOT and UPS. • Participation in Regional Transportation Alliance (RTA). • New Bern Avenue Corridor Alliance. • Bus route improvements. 	<ul style="list-style-type: none"> • Track drone deliveries and expansion of the program to additional sites/ facilities. • Monitor Alliance progress.