

Community Health Needs Assessment – 2014 through 2016

Community Health Improvement Implementation Plan

Overview

During the first half of 2013, WakeMed Health & Hospitals joined with Duke Raleigh, Rex Healthcare, Wake Health Services, Triangle United Way, and Wake County Human Services to jointly conduct a Community Health Needs Assessment (CHNA). The assessment was completed in June of 2013. It involved input from hundreds of Wake County Residents and public health leaders through surveys, focus groups, and steering committee members. It can be found on our website at [http://www.wakemed.org/videos/About Us/2013 Wake CHNA Full Report FINAL.pdf](http://www.wakemed.org/videos/About%20Us/2013%20Wake%20CHNA%20Full%20Report%20FINAL.pdf) .

UNC Gillings School of Global Public Health conducted the CHNA. They have a long track record of assessing community health for public health departments, hospitals, and Federally Qualified Health Clinics (FQHC).

An Implementation Plan for the two hospitals licensed to WakeMed Health & Hospitals has been developed by staff involved in the CHNA with input from the Community Benefits Committee of the WakeMed Board of Trustees. The implementation plan follows the structure of the CHNA, with activities ongoing or planned listed first if they apply to both campuses, and then separately for the two individual campuses. Given that the primary market area is the same for each facility, most of the System's efforts address both. Only in cases where a program is unique to one of the campuses will it be broken out from the System initiatives. Each facility includes the main location and secondary sites that fall on the license application for that facility. Where possible, references back to the CHNA are footnoted.

Market Area

WakeMed Health & Hospitals, the System, was established to serve Wake County. The primary market area for the two component facilities for the system is Wake County, North Carolina. The needs assessment focused on Wake County.

Structure of Implementation Plan

Our CHNA prioritization process resulted in nine key areas of focus, some of which apply more to hospitals than others. Although activities of the two facilities are helping to address all of the categories, sometimes the effect is indirect. The nine focus areas in the order that they have been prioritized are as follows:

1. Poverty and Unemployment
2. Health Care Access and Utilization
3. Mental Health and Substance Abuse
4. Nutrition, Physical Activity and Obesity Prevention

5. Education and Lifelong Learning
6. Population Growth
7. Disability and Care-giving
8. Risky Youth Behavior
9. Housing and Homelessness

WakeMed’s implementation plan addresses each priority area. For each priority area and for some subcategories, tiered categories designate the relationship between the priority and WakeMed’s mission. Given that WakeMed’s assessment was conducted by a broad spectrum of public health organizations in the community, some of the priority areas are beyond the scope of WakeMed’s mission. The tiers are as follows and help define the level of resources WakeMed can commit:

Level One:

WakeMed is uniquely qualified to provide needed services – aligns with WakeMed's core strengths.

Level Two:

Issues where it makes sense to partner/collaborate with other community organizations. These issues are important to WakeMed’s mission, but beyond its scope-of-control.

Level Three:

Issues identified that are out of WakeMed’s area of expertise and beyond its scope-of-control.

WakeMed’s Mission, Vision, Values and Goals

WakeMed’s mission provides important context for the implementation plan. The mission applies to the system and to both facilities. WakeMed has its Mission statement – what it is about; its Vision – where it wants to go in the future; and Values & Goals that fill in details about the corporate culture of the organization.

MISSION	WakeMed provides outstanding and compassionate care to all who seek our services.
VISION	WakeMed is the region's preferred health care system, providing high quality patient care and technological leadership. Our physicians, employees and volunteers represent the best minds and biggest hearts in the business.

VALUES

- We provide a quality experience for those we serve, regardless of ability to pay.
- We partner with our physicians to provide safe, effective compassionate care.
- We are a leader in health care technology and education.

- We empower employees and volunteers, recognize their achievements and encourage their development.
- We ensure financial viability, and operate a well-managed, goal-directed, fiscally responsible organization.
- We value preventive health care, and collaborate with others to improve the health of the communities we serve.

GOALS

- Quality Outcomes
- Unsurpassed Service
- Workforce Excellence
- Fiscal Responsibility
- Market Development

Implementation Plan

In the context of its mission, the pages that follow detail the current and planned activities of WakeMed Health & Hospitals that will work toward improving the health of the community it serves.

WakeMed provides financial support to the following community non-profits:

- | | |
|---|--|
| el Pueblo | Wake Enterprises |
| Urban Ministries | Juvenile Diabetes Association |
| Apex Rotary Club | Cary Rotary Club |
| El Pueblo | Highwoods Kiwanis |
| Advanced Home Care | African American Cultural Festival |
| NC Symphony | NC Museum of Art |
| NC Museum of Natural Sciences | Wake County Medical Society |
| Capital Care Collaborative | Austism Society |
| Triangle Family Services | Crabtree Rotary Foundation |
| Center for Volunteer Caregiving | Interfaith Food Shuttle |
| Action for Children NC | Hospice of Wake County |
| NC Center for Public Policy | Meals on Wheels of Western Wake County |
| Safechild | Habitat for Humanity |
| Occonechee Council Boys Scouts of America | Interact |
| March of Dimes | Brain Injury Association of NC |
| Tammy Lynn Center Memorial Foundation | Alliance Medical Ministry |
| American Red Cross | Read & Feed |
| Wake County EMS | Susan G Komen Foundation |
| NC Medical Society Alliance | United Arts Council of Raleigh & Wake County |
| Junior League of Raleigh | Marbles Kids Museum |
| Ronald McDonald House Charities | Prevent Child Abuse NC |
| Artsplasure | American Heart Association |
| Capital Area Soccer League | Red Sword Guild of the American Cancer Society |
| American Diabetes Association | Foundation of Hope |
| Triangle Aphasia Project | Spinal Cord Association |

Poverty and Unemployment

For a growing number of families, medical bills often result in direct detriments that worsen their financial situation, or become impediments to their efforts to improve their financial situation. This is certainly true for those in poverty, but it is also increasingly having negative effects on many in the middle class. For those below or near the poverty level the effect of medical bills are proportionately much, much greater.

In general, poverty and unemployment in our community¹ are **Level Three** issues for WakeMed. The System does not have the ability to directly bring people out of poverty or to create employment opportunities outside of those jobs available within WakeMed. However, health care services to those who are poor are mission-critical. WakeMed has financial policies that forgive the debt of families below 200% of the poverty line, and discount the debt of those that are below 300%. As a matter of policy, WakeMed does not attach liens to homes owned by individuals who have accumulated debts associated with medical care in its facilities.

Targets:

- Move Wake County's poverty rate lower, target a rate lower than the State and Mecklenburg County.
- Continue to write-off care to those at or below 200% of the poverty line in Wake County (with sliding scale up to 300%).

WakeMed System

- Continue to invest in community-based education programs that help area residents escape poverty and unemployment (see Education and Lifelong Learning section).
- Free or discounted care for those who are poor² and/or uninsured (costs of providing charity care).
 - 2012: **\$77,143,223**
- Provide Case Management support to connect patients with resources in the community including, but not limited to, food pantries, shelters for housing, substance abuse programs, care programs, prescription drug programs, etc.
- As an employer in the community offer the following:
 - Employment to over 8,400 individuals with competitive wages and benefits as well as on-going learning and education opportunities for employees,
 - Health care coverage to all full-time staff, and subsidized benefits to all part-time staff.

¹ For an overview of poverty and unemployment see pages 54-59 of the CHNA.

² As the predominant safety net provider for Wake County, the System has a long history as the provider of the greatest amount of uncompensated care among all hospitals locally, and the System ranks in the top 10 hospitals in North Carolina in the proportion of its' care that is uncompensated.

Health Care Access and Utilization

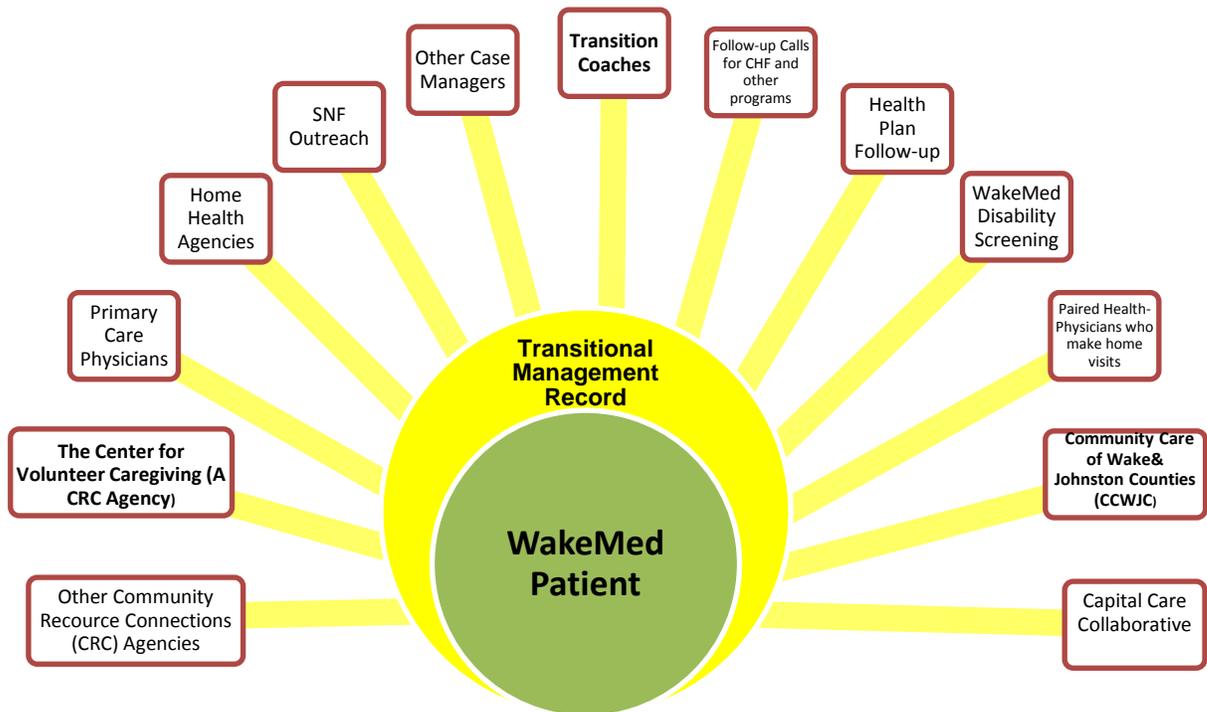
Health Care Access and Utilization are a **Level One** issue for WakeMed. Created in the 1950's as a Hill-Burton grant hospital and first opening its doors in 1960, WakeMed continues to be the predominant provider of charity care to the underserved in the region.

While concentrations of lower income households are evident in certain areas of Wake County, there are pockets of lower income populations in every Wake Zip Code. Further, for people of any income level, geographic access to healthcare is important both relative to their job location and their home location. WakeMed always strives to look forward and provide the right access at the right location to meet the needs of the community.

Targets:

- Continue to lead the State and Mecklenburg County in having the lowest uninsured ratio within Wake County.
- Work to enroll more Medicaid eligible patients in the Medicaid program.

The chart below provides an overview of the resources outside of our hospitals' wall that are needed to appropriately care for patients who touch the System:



WakeMed System

- WakeMed assists its patients in enrolling in health insurance programs for which they qualify, the benefit of which extends well beyond any particular health care episode that WakeMed provides. Once such patients are covered by an insurance program, their medical bills will have significantly less negative effect on their financial status. WakeMed funds half

the costs of Wake County Human Services staff who determine patients' eligibility for governmental programs (Medicare, Medicaid, etc...) and help them enroll in appropriate programs³.

- Maintain current two hospital locations and four stand-alone full-service emergency department locations which are open to serve all 24/7.
 - Maintain and grow WakeMed's 57 physician practices across multiple locations in Wake County.
 - Maintain current physical rehabilitation hospital on WakeMed Raleigh Campus, along with seven outpatient rehabilitation locations throughout Wake County.
 - Continue to evaluate geographic utilization and population trends and invest in new facilities within the market to maximize the population's access to quality healthcare resources.
 - Garner ED – opened 8/19/2013 - \$26 million investment
 - WakeMed North Women's Hospital – opening 5/10/2016 - \$59 million investment
 - Evaluate office locations of the 57 physician practices owned by the System with an ongoing focus on locating practices in areas that serve the community's needs
 - The System maintains 31 physical locations which house 57 physician practices.
 - Recruit additional primary care physicians for WakeMed Physician Practices. These physicians are subsidized by the System and would not be able to stay open if they stood alone. In 2013, there were 23 primary care physicians. For 2014, 32 physicians are planned for 15 office locations.
 - Collaborate with area physicians to develop an Accountable Care Organization (ACO).
 - Participate in the Medicare Shared Savings Program (MSSP).
 - Bring active case management to ACO enrollees.
 - Deploy the Patient Centered Medical Home model.
 - Reduce avoidable admissions and readmissions that tie up capacity and resources.
 - Support transitional care program.
 - Continue evaluation in the ED for appropriateness.
 - Facilitate access to prescriptions at discharge for chronic disease patients who have returned to the ED due to non-compliance, or who are not able to afford prescriptions. This is facilitated through the following two processes at the Raleigh Campus:
 - Referral of patient to a Patient Assistance Program (PAP) Specialist that works to determine eligibility of the patient for programs sponsored by drug manufacturers. This is typically a long-term solution for the patient.
 - Charity care provided for a 30-day drug supply. Management staff may authorize patients to receive a short-term medication supply from the WakeMed outpatient pharmacy. This is a one-time, short-term solution while the PAP program attempts to provide a long-term solution.
- For the Cary Hospital, volunteers fund the "Rainbow Fund" which is used 3-4 times per week to acquire medications for ED patients, and occasionally for inpatients.

³ At present less than 65% of Medicaid eligible are enrolled in Wake County. This number has not been adjusted for the relative youth of Wake County residents. See page 152 of the CHNA.

Hospital management will be negotiating with local pharmacies in the next few months to develop a formulary of \$4 medications for patients utilizing the Rainbow Fund.

- Participate in CATCH program – a partnership of nine hospitals along with Community Care of North Carolina (CCNC) and others, that provides seamless transitional care to high-risk Medicare beneficiaries.
- Fund “Paired Health” visits to reduce readmissions and provide transitional care in more appropriate care settings for homebound, non-compliant, and/or indigent residents.
- Improve pre-natal care.
 - Recruit second and third employed Maternal-Fetal Medicine MD to care for high risk mothers.
 - Partner with the Wake County Health Department to coordinate prenatal care for low income women.
 - Refer women with high risk pregnancies to perinatal clinics.
 - Continue free gestational diabetes program to help pregnant women manage the disease, offered in both English and Spanish.
 - Continue nurse triage/advice line service for pregnant women being followed by WakeMed Faculty Physicians.
- Increase availability and affordability of Health Insurance⁴ by helping patients determine eligibility and enroll in health plans.
 - All uninsured patients are to be screened for Medicaid eligibility or NHealthChoice (children).
 - Patients not eligible for programs to be referred to the Health Insurance Marketplace (HIM).
 - Provide informational brochures to uninsured patients that promote HIM options.
 - Collaborate with Wake ACA, a coalition of community partners promoting health coverage to area residents.
- Support for Open Door Clinic, Alliance Medical Ministries, and Wake Health Services⁵
 - 2012 actuals: \$384,193 to Alliance Medical Ministries, \$16,368 to Urban Ministries/Open Door Clinic, \$990 to Wake Health Services
- Promote and collaborate with Care Partners, a service that visits at-risk patients in their homes to maintain their health status and prevent unnecessary hospital re-admissions.
- Operate “One-Call” service to help physicians and area residents connect for referrals.
- Operate Mobile Transport service to transport patients from outlying areas to WakeMed.
 - Operate 4 base locations (Garner Warehouse, WM Cary, WM North, WM Raleigh)
 - Operate helicopter transport service
 - Staff 24 crews
 - In 2012 16,664 transports were performed. In 2013 we expect to perform 17,504 transports. Our estimate for 2014 is 18,379 transports.
- Collaborate with Wake County Y’s, providing outreach for clinical and health screening services at four YMCA locations, many of which are focused on underserved children and adolescent populations. One of the programs that WakeMed partners with the YMCA on is

⁴ See CHNA, page 150, for statistical data about the percent of population lacking health insurance coverage.

⁵ These organizations provide primary healthcare services to the poor and working poor. The CHNA addresses this gap on page 134.

the annual Healthy Communities Day event, the most recent of which was held on July 11, 2013 and provided free health screening services to over 850 at-risk children and adolescents.

- Through the Raleigh and Cary Volunteer Boards, provide scholarship funds to uninsured patients in need of Cardiac Rehabilitation.
- Offer office space and funding for the Wake County Department of Human Services to provide on-site eligibility screening for Federal Assistance Programs⁶.
 - Fund half of 17 positions across WakeMed locations.
 - 2012 funding: \$308,832
- Fund medications for certain indigent patients
 - 2012 funding: \$44,348
- Operate and fund Pediatric Nurse Advice Line (triage line) that helps area families connect to a health resource for after-hours health issues.
 - Estimated calls in 2013: 36,846 (estimated based on 10 months)
 - 2012 losses: \$216,739 (net)
- Fund the Capital Care Collaborative, a multi-hospital group that along with other health providers in the county works to improve the health of the underserved 2012 Funding: \$90,000
 - Provide funds for SOAR Disability Specialist.
- Provide funds to the Wake County Medical Society to operate Project Access, a program to meet the needs of underserved patients in need of access to physicians.
 - 2012 funding: \$281,501
- Operate S.M.A.T-State Medical Assistance Team which provides medical assistance across the state/nation in the event of natural or man-made disasters affecting communities.
- House and support **Mobile Field Hospital** as part of Federal Disaster Recovery initiatives. The mobile hospital provides access to health care resources in the event of natural disasters, terrorism, or industrial disasters.
 - Since 2007, WakeMed has housed a mobile care facility that can be used to establish a field medical station in the event of a disaster where the local medical infrastructure has been over whelmed or is not fully operational. This unit is contained in a tractor-trailer unit and supported by additional patient care equipment that is transported in separate, smaller trailers.
 - This unit includes six (6) 650-square-foot tents, six (6) HVAC units, lighting and electrical outlets, powered by a 400-amp generator located on the front of the trailer. This medical care station can accommodate up to 48 patients (at any given time) of different acuity, including some low-level critical care.
 - Valued at more than \$500,000, this unit (and the supporting equipment and supplies) was provided through federal HHS funds, and is mostly supported by grant funding.
- Operate **Mobile Pharmacy Unit**.
 - Since 2010, WakeMed has housed a mobile pharmacy unit that can be used to establish a temporary pharmacy (including a clean room for compounding medications) in the event of a disaster where a hospital or community pharmacy has

⁶ See page 151 of CHNA for more detail on Medicaid Enrollment.

- been damaged or is overwhelmed. This unit is contained in a single tractor-trailer unit.
- This unit includes a clean room with filtration hood, anteroom for packaging medications and dispensing area, all powered by a 400-amp generator located on the front of the trailer. This pharmacy can prepare and dispense all types of medications, including chemotherapy drugs.
- Valued at more than \$450,000, this unit (and the supporting equipment and supplies) was provided through federal Department of Homeland Security funds, and is mostly supported by grant funding.
- Overall Disaster Preparedness funding & Budget (Mobile Hospital, Mobile Pharmacy, S.M.A.T., and Disaster Preparedness):
 - 2012: actual - \$552,210 (\$390,582 from grants), 2013: (estimate) \$582,204 (\$417,490 from grants), 2014: budget of \$528,651 (\$403,763 from grants).
- Continue to work with Community Care of Wake and Johnston Counties to facilitate case management of Medicaid patients inappropriately utilizing emergency services.
- Work with Wake EMS on advanced paramedic programs to reduce hospital admissions by providing some treatment at the patient's location rather than transporting to the hospital. Use influence to lobby payors for appropriate reimbursement for non-transport treatments.
- Continue Funding for the iphone/android WakeMed application that connects area residents with facilities and physicians.
- Provide counseling on Living Wills and Advanced Directives to assure that patients can self-determine their path of care in the event of deterioration of their health status. Document templates are made available to patients, witnesses are available, and notary services are provided should a patient wish to create these documents.

WakeMed Raleigh Specific

- Fund the Debnam Clinic, a southeast Raleigh primary care clinic targeted to the underserved.
 - 2012 funding: \$300,000
- Provide facility-specific outreach programs to the community
- Offer the county's only Trauma Program: Utilize on-call employed physicians to ensure that care is available for patients with traumatic injuries 24 hours a day, 7 days a week, and 365 days a year.
- Offer office space and funding for the Wake County Department of Human Services to provide on-site eligibility screening for Federal Assistance Programs (see above).
- Open Duke Children's and WakeMed Children's Specialty Services Collaborative: On July 15, 2013, Duke Children's and WakeMed Children's Specialty Services opened a new outpatient pediatric specialty center located across from the Raleigh Campus. The center is a collaboration between Duke Medicine and WakeMed to promote the health of children and adolescents in Wake County and the surrounding communities. The center will bring additional pediatric specialties to the Raleigh Campus. The center will offer a wide variety of services including allergy/immunology, cardiology, endocrinology, gastroenterology, hematology, infectious diseases, medical genetics, nephrology, neurology, neurosurgery, pediatric surgery, pulmonary and sleep medicine, rheumatology, and urology.

WakeMed Cary Specific

- Provide facility-specific outreach programs to the community.

- Offer office space and funding for the Wake County Department of Human Services to provide on-site eligibility screening for Federal Assistance Programs (see above).
- Through the Volunteers of WakeMed Cary Hospital Rainbow Fund, provide medications for those unable to pay for their prescriptions.

Mental Health and Substance Abuse

Mental Health is a vexing problem for the Wake County market⁷. For WakeMed it is a **Level Two** issue, due to WakeMed's lack of inpatient mental health hospital beds, and due to the scope of the problem which one organization could not tackle alone. WakeMed makes every effort to collaborate with others to meet the mental health needs of community residents.

WakeMed System

- Collaborate with UNC Chapel Hill and Wake County Department of Human Services to support the opening of a new psychiatric facility serving Wake County residents. The first phase of the new facility is scheduled to open in September of 2013. WakeMed staff attends monthly meetings with UNC and county representatives in order to collaborate to meet the needs of Wake County residents.
- Participate in the Crisis Collaborative, a multi-agency stakeholder meeting of crisis providers.
- Fund constant observation (sitters) for behavioral health and dementia patients. Constant observers are not reimbursed by insurance plans, but are an important resource for patients with behavioral health conditions.
- Collaborate with Alliance Behavioral Health on a daily basis to provide care coordination and to facilitate treatment for Medicaid and uninsured patients.
- Employ behavioral health counselors who are licensed clinicians and provide consultation services to the emergency room physicians, to help make treatment recommendations for behavioral health and substance abuse patients.
- Employ 4 psychiatrists to provide care to medical patients with behavioral health comorbidities and to patients held in the Behavioral Health Clinical Evaluation Area. Three of these psychiatrists are to be board-certified in child psychiatry.
 - 2012 staffing: 1.5 FTE, 2013 staffing: 2.2 FTE, 2014 staffing: 4.0 FTE
- Operate a consultative service for inpatients with substance abuse diagnoses.
- For Wake Med employees, WakeMed funds an Employee Assistance Program (EAP) to guide managers and employees to use their services as a resource for a variety of behavioral health issues.
- Fund sitters for ED patients and inpatients with behavioral health or other issues that prevent them from safely being left in their own care.

Targets:

- Collaborate with UNC Hospitals to increase the number of mental health inpatient beds in Wake County from 16 to 28 beds.
- Expand WakeMed's Behavioral Health Clinical Evaluation Unit from 6 to 11 beds.
- Expand psychiatry coverage to 4.0 FTE's in 2014.

WakeMed Raleigh Specific

- Operate a Behavioral Health Clinical Evaluation Area at the WakeMed Raleigh Campus on a 24 hours a day, seven days a week, 365 days per year basis. Increase capacity in Fiscal Year

⁷ Chapter 5 (page 112) of the CHNA provides statistical data on Mental Illness in Wake County. Wake compares favorably to North Carolina on some measures, but inpatient hospitalization resources for the mentally ill are lacking.

2014 from 6 to 11 beds. This outpatient unit provides psychiatric assessments and serves as a holding area for patients with behavioral health issues until such time that an appropriate inpatient facility can be found for the patient.

- 2013 funding: \$610,249 (est.), 2014 budget: \$1,026,654
- Offer Child Life Specialists Program throughout WakeMed Children's Hospital, the Children's ED, and both adult and pediatric inpatient units. Child Life Specialists provide the following services and are not reimbursable:
 - Support for adolescent children of adult patients in our intensive care units,
 - Reduce stress and anxiety for children, teens and family members regarding the medical environment and experiences,
 - Prepare children, teens and families for hospitalization, surgery and medical procedures according to age/development,
 - Facilitate distraction and coping during medical procedures and examinations according to age/development,
 - Encourage self-expression and normalization through general play, medical play and therapeutic activities,
 - Provide developmentally appropriate resources/activities (playrooms, movies, video games, crafts) to promote coping,
 - Support the emotional and educational needs of parents, siblings and family members who are with the patient,
 - Facilitate educational workshops, in-services and presentations highlighting the care of pediatric patients,
 - Provide emotional support for families during pediatric cases of bereavement,
 - Collaborate with other medical team members to create educational resources for patients, families and medical staff.
 - WakeMed Currently funds 7 Certified Child Life Specialist (CLS) positions (5.5 FTE's).

WakeMed Cary Specific

- Provide psychiatric assessments to observation and inpatients and hold those with mental health issues until an appropriate inpatient facility can be found for the patient
- Host weekly AA Chapter meetings at Cary Hospital conference room
- Other meetings held in Cary include:
 - Stress management Classes for Cancer Patients
 - Amputee Support Group
 - Red Cross Blood Drives
 - Cary MS Self-Help Group
 - Weight Loss Seminars
 - Cary Brain Injury/Stroke Support Group
 - RESOLVE Support Group

Nutrition, Physical Activity and Obesity Prevention

Poor nutrition and lack of exercise lead to many health issues in our community. In general, WakeMed views these issues as **Level Two** priorities, primarily because our position in the health care continuum gives us little ability to address the root causes of poor nutrition or poor exercise. However, the issue is of critical significance to WakeMed due to the high cost of caring for patients who have not maintained a healthy lifestyle⁸.

WakeMed System

- Provide ongoing support for AHA (Advocates for Health in Action). This program’s mission statement is: “AHA fosters and supports community efforts to make healthy eating and physical activity the way of life in Wake County”.
 - Support Advocates for Health in Action (AHA) efforts to promote health in area k-12 schools.
<http://www.advocatesforhealthinaction.org/>
- Expand a wellness program for our own employees. Offer biometric screening for employees and counseling for those with elevated risk factors indicative of high blood pressure, diabetes, obesity and/or high cholesterol. Encourage the cessation of smoking and provide employees with health risk assessments annually.
 - 2012: screened 2,939 employees, 2013: screened 3783 employees, referred high risk employees to primary care and nutrition resources.
- Offer classes and counseling for diabetes patients system-wide (Diabetes Management).
- Offer a fee-based Corporate Wellness product for area companies. That product identifies health risks of employees of area companies, and provides education and counseling to high risk individuals.
 - 2012- Provided biometric screening and/or education to 56 companies in the Raleigh market with 5,610 employees participating and to 25 companies in the Cary market with 1,452 employees participating.
 - 2013- Provided biometric screenings and /or education to 56 companies in the Raleigh market with 5,735 employees participating and to 25 companies in the Cary area with 2,764 employees participating.
- Affiliate with Wake County YMCAs to provide educational programs and screenings. Provide annual membership appreciation events featuring health education booths and various heart health screenings for over 500 YMCA members. Perform over 250 free physical therapy screenings for community members.
- Promote health education through numerous events offered throughout the county by other community organizations or those developed and offered by WakeMed, including Head to Toe –Stand by Your Man, Ladies Day, Spring Daze, PeakFest, etc. All offer a variety of educational sessions and screenings to the public either free or at a minimal charge. They are offered throughout the county to ensure access.

Targets:

- Maintain community programs.
- Expand wellness program for WakeMed employees, encouraging smoking cessation, dietary improvements, and fitness programs.

⁸ Pediatric obesity and adult obesity in Wake County are on a downward trend, see pages 124 and 125 of the CHNA.

- Offer free speakers on health topics to various community groups on an as requested basis.
 - WakeMed strives to promote health and wellness through community events that are open to the public. These events provide free (or low cost) screenings to include cholesterol, glucose and blood pressure. WakeMed also provides education on screening values, nutrition, heart disease prevention, stroke awareness, CPR training and other health related topics.
 - 2012- Organized 22 events in the Raleigh area for 1,785 community members and 24 events in the Cary area serving 1,545 community members.
 - 2013- Organized 11 events in the Raleigh area for 895 community members and 7 events in the Cary area serving 1,399 community members
- Provide free community-based, educational seminars by our physicians for local organizations upon request focusing on health education. Examples include programs at regional Wake County library branches, numerous local employers.
- Provide funding for “ENERGIZE!” – a collaborative program targeted to at risk youth for metabolic disease and diabetes. It is designed to teach young people how to build lifelong, healthy attitudes about food and fitness. WakeMed Clinicians collaborate with YMCA fitness staff to offer programs at area Y’s. Annually provide 9 series of “ENERGIZE!” programming for over 200 high-risk children in the community.
- Through lactation counselors and education programs, promote evidence-based benefits of breast milk feeding:
 - a means to obesity prevention
 - improved health outcomes
 - reduction in infectious disease incidence and severity
- WakeMed provides mentors/volunteers and financial support to Read & Feed, a program targeting at risk youth to help them improve their reading skills while providing a wholesome meal to the participants weekly. Food and Nutrition Services prepares and donates meals for the children.
- Provide financial support to the WakeMed Soccer Park to encourage the development of area sports programs.

WakeMed Raleigh Specific

- Maintain “ENERGIZE!” – Raleigh Campus Healthworks program (same as above, except WakeMed fitness staff provide program). ENERGIZE! is offered at area YMCAs
- Maintain the Children's Endocrinology Program - Patients referred on a routine or emergency basis are seen in Duke Children’s & WakeMed Children’s Specialty Services center adjacent to the WakeMed Raleigh Campus. In addition to clinical services the clinic provides numerous educational opportunities for managing diabetes and other endocrine disorders.
 - 2012 funding: \$551,569
- Promote healthier foods through improvement in nutritional content of menu selections.
- WakeMed makes both monetary contributions and food donations to the Interfaith Food Shuttle to assist with feeding those in poverty with consistent and healthy meals.
- Continue to offer Families First Club: a free membership is offered to families with children ages 10 and under so they can receive a Families First newsletter and invites to fun and educational community events.
- 2013- Developed healthy eating task force to develop healthy eating policies for the WakeMed system.

WakeMed Cary Specific

- Promote healthy eating habits and healthy meals in the cafeteria, such as Meatless Mondays.
- Promote fresh fruits and vegetables by inviting local farmers to sell their products in the cafeteria during summer months (Onsite Farmers Market from April to October).
- Offer Outpatient Nutrition Counseling Services offered by clinical dietitians in Food & Nutrition Services. The Nutrition Outpatient Program supports the wellness initiatives by counseling patients with a variety of diseases, pediatrics to adults.
- Host Bariatric Surgery Information sessions for those interested in surgical weight loss options.
- Write nutrition related blogs monthly for WakeMed and surrounding communities.
- Host weight loss support group meetings for those who have undergone surgical weight loss procedures.
- Nutrition related blogs are written monthly for WakeMed and our surrounding community.
- Home to the WakeMed Cary Hospital Fit Walk – an identified path around the hospital property for walking/running.

Education and Lifelong Learning

Tangential to WakeMed’s mission is the availability of well-educated, state-of-the-art clinical professionals. As such, WakeMed views Education and Lifelong learning as a **Level Two** priority, one which through collaboration and on-site training opportunities WakeMed adds significant value to the community.

Wake County overall has a well-educated workforce. However, there are opportunities for improvement in several demographic cohorts⁹.

WakeMed System

- House and support Wake AHEC, which serves 8 counties and provides Graduate and Continuing Medical Education.

During 2011 - 2012, Wake AHEC sponsored 716 programs that provided career enrichment to over 21,000 participants. In the same period, Wake AHEC facilitated 1,028 student weeks of community-based clinical experiences for allied health professionals, medical, pharmacy, physician assistant, and nurse practitioner students at WakeMed.

Targets:

- Continue support for existing health education programs.
- Increase the number and percent of BSN-degreed nursing staff in the System.

Wake AHEC is the largest, off-campus teaching program for the University of North Carolina (UNC) School of Medicine. Wake AHEC teaching physicians throughout the region have faculty appointments at UNC. Third- and fourth-year medical students from UNC completed 856 weeks of education in 2011 - 2012. Physician assistant students from programs Wake Forest University and South University completed 12 weeks of training.

WakeMed Raleigh Campus is a major teaching site for UNC- and ECU-based residency programs approved by the AMA’s Accreditation Council for Graduate Medical Education. In the academic year, July 1, 2011 through June 30, 2012, WakeMed provided 2,437 weeks of training for residents from UNC and ECU Schools of Medicine in the following specialties:

Anesthesia	Emergency Medicine
Family Medicine	General Surgery
Internal Medicine	Otolaryngology
Oral and Maxillofacial Surgery	Obstetrics and Gynecology
Orthopaedic Surgery	Pediatrics

⁹ Page 46 of the CHNA profiles the demographics of graduation rates in Wake County.

- Collaborate with Wake Technical Community College to offer education programs for health careers. Provide instructors for programs, on-site training opportunities, and job opportunities for recent graduates.
- Collaborate with Wake Early College of Health and Sciences to offer high school students an introduction to health careers.
- Collaborate with Campbell University School of Osteopathic Medicine to offer training opportunities to residents.
 - 2016 Potential Start Date
- Collaborate with the schools of pharmacy for UNC at Chapel Hill and Campbell University to provide clinical rotations for Pharmacy Doctoral students.
- Operate Youth Volunteer program at WakeMed Raleigh Campus and WakeMed Cary Hospital.
- Continue to offer WakeMed Safe Sitter® Classes: two-day program for kids ages 11 to 14 teaches participants child care skills and approved techniques for handling medical emergencies. In the most recent year (2013), WakeMed taught 58 participants in its SafeSitter programs at Cary and Raleigh. Classes are offered from June to August. There were 4 classes this past summer.
- Fund the Center for Innovative Learning, providing a simulation learning environment where clinicians across the marketplace can hone their skills in a simulated medical environment.
 - 2012 funding: \$541,304 2013: \$722,674
 - In 2012 the Center for Innovative Learning:
 - Taught 4,457 participants from 38 different states across the US
 - Provided 14,948 hours of education
 - Offered 93 different classes
 - Conducted 1,079 sessions
 - Conducted 1,213 simulations
 - WakeMed Center for Innovative Learning (CIL) is Located on the WakeMed Raleigh Campus. The CIL is designed to facilitate realistic, multi-disciplinary clinical training and education for nurses, physicians, and caregivers using human patient simulators, educational gaming, and other technologies. The CIL provides a unique training environment for health care providers throughout the region, including affiliates with Wake AHEC, The Capital Regional Advisory Committee (CapRAC), Wake Technical Community College and Southern Atlantic Healthcare Alliance affiliated hospitals. All WakeMed departments including nursing, medical staff, respiratory therapy, resident physicians, pharmacy, and the critical care transport team are actively encouraged and/or mandated to participate in simulation training. In addition, the CIL provides services to 14 different pediatric fellowship programs in the United States.
- Provide clinical rotation opportunities for students of more than 35 colleges and universities, including Wake Technical Community College, Meredith College, Raleigh School of Nurse Anesthesia, and Miller-Motte Technical College.
- Maintain recognition as an American Heart Association Training Center. Approximately 20% of WakeMed's CPR courses each year are taught in the community.
- Maintain WakeMed's affiliations with 22 Nursing Schools Programs and offer clinical rotations for approximately 2300 nursing students per year. These are for undergraduate and graduate rotations.

- Provide internship opportunities for various programs:
 - Dieticians
 - Child-Life Specialists
 - Exercise Science
 - Health Promotion
 - Masters of Public Health
- Provide representation and funding for Wake Education Partnership and East Wake Education Partnership, both of which work to improve public education in Wake County.
- Provide free conference center space to non-profit community groups who wish to provide education and seminars to their constituents and the community.
 - Recently promoted and funded WakeMed Raleigh Specific NICU Event featuring Heidelise Als, PhD: event aimed educating parents about the developmental needs and challenges of children who were born prematurely.
- Offer, in conjunction with the WakeMed Foundation, funding to encourage staff to develop new skills and certifications, benefiting area patients. Two funds are available, Skills Scholarships and the Helton Fund. The Skills Scholarship fund provides approximately \$75,000 annually to employees attending educational programs and conferences (limited to \$1,850 per recipient). The three categories of Skills Scholarship funds are the Foundation Fund, the Drs. Susan Pate and Stephen Boone Fund, and the Jill Perlette Fund. The Helton Fund provides tuition for formal health education programs that allow employees to gain enhanced academic credentials.
- In addition to providing free courses to employees, WakeMed also offers courses to several community partners such as the Poe Center, Raleigh Chamber of Commerce, Inter-Act, etc. This year we also added a new course series in collaboration with EAP on well-being and mindfulness.
- Promotes free community education programs to public through newspaper advertisement “Stardates”.
- Offer Friends and Family CPR program free of charge to area residents.
- Maintain the Huggables program: program for hundreds of volunteer sewers, knitter and quilters in the community, some live in assisted living communities, some go to their neighborhood senior center/church or group gathering to volunteer. They are thereby afforded socialization and heightened feelings of self-esteem by doing good for others. The huggables, hats, quilts, blankets etc. are distributed daily to so many grateful patients. The cost of material each year is approximately \$4000, and the program is overseen by hospital volunteers. In 2013 there were 18 different Huggables groups consisting of 287 sewers. Since 1997 they have made over 50,000 items for infant, child, and adult patients. Items include infant bonnets, lap shawls, neonatal blankets, memory quilts, and bereavement clothing.
- Sponsor Health Career Pathfinders chapters at the Raleigh Campus and Cary Hosital. Open to youth aged 14 to 20, these groups meet twice monthly and help youth explore future health care careers.
- Operate Management Pathways – a program to develop line staff into managers and directors through education and staff development opportunities.
- Continue to promote volunteerism through the creation of PRPN credit opportunities for staff nurses, and through volunteerism requirements in WakeMed’s Management Pathways career development program. The PRPN program provides financial incentives to staff

nurses who volunteer in the community and document their continued development of nursing skills.

- Through financial support and volunteerism, WakeMed assists the following organizations involved in education:
 - Wake Early College of Health Sciences
 - NCSU Engineering Foundation
 - Wake Education Partnership
 - Medical Foundation of NC
 - Wake Technical Community College
 - UNC Gillings School of Global Public Health
 - Campbell University
 - Friends of Wake County
 - East Wake Education Partnership
 - Garner Educational Foundation

WakeMed Raleigh Specific

- Provide 50 full-time equivalent (FTE) residency slots for medical school students from area universities.
 - 2011 – 47.76 FTE; 2012 – 53.40 FTE

WakeMed Cary Specific

- Clinical training site for Wake Tech, Durham Tech and UNC students.
- Host Cary EMS and Cary Fire Department CERT for training sessions.
- CASL Referee Recertification class conducted at Cary Hospital.

Population Growth

WakeMed benefits from being in a fast growth market¹⁰. It also provides significant challenges to the System. With growth and population aging, the stresses on the healthcare infrastructure would be extreme if not for the commitment of WakeMed to reach out to new populations and locations. However, WakeMed views population growth as a **Level Two** priority, since it is generally outside of its control.

WakeMed System

- WakeMed reinvests its earning in new facilities and programs to serve the growing population base (see Access).
- WakeMed employs a planning department consisting of a Vice President and three Planning and Regulatory Consultants who are charged with forecasting future needs and planning to meet those needs. This process includes a careful analysis of current system capacities and projects future needed capacity to meet population growth and demographic changes. Through this department a strategic plan is developed and updated annually.
- Several of the projects identified elsewhere in this report relate to the system's efforts to meet the current and future needs of the population it serves. Such projects are summarized elsewhere, but include the following:
 - Development of Garner Healthplex
 - Development of WakeMed North Children's Hospital
 - Development of Wake Key Community Care (WKCC), a Medicare Shared Savings Program Accountable Care Organization (ACO)
 - Evaluate feasibility of Knightdale Healthplex
- WakeMed supports the following organizations financially and through volunteerism. These organizations focus on community development in WakeMed's service area, and are actively planning for services to meet the community's growing population (Community Building Activities):
 - Greater Raleigh Chamber of Commerce
 - Cary Chamber of Commerce
 - Garner Chamber of Commerce
 - Clayton Chamber of Commerce
 - Holly Springs Chamber of Commerce
 - Fuquay-Varina Chamber of Commerce
 - Knightdale Chamber of Commerce
 - Wake Forest Chamber of Commerce
 - Apex Chamber of Commerce
 - Wendell Chamber of Commerce
 - Rolesville Chamber of Commerce

Targets:

- Open new Women's Hospital to address growing population needs.
- Open new Emergency Department in Garner.
- Add additional acute care capacity within Wake County.

¹⁰ In the CHNA, population demographics are outlined at the start of Chapter 2, see pages 24-28.

- City of Raleigh
- Downtown Raleigh Alliance
- Apex Downtown Business Association
- Town of Apex
- Town of Fuquay-Varina
- Town of Garner
- Town of Cary
- Research Triangle Regional Partnership
- Fuquay-Varina Downtown Revitalization

WakeMed Raleigh Specific

- Continue to pursue request to add 79 acute care beds (partially approved, under appeal).
- Request additional acute care capacity through reconversion of nursing facility beds to acute care (application filed in 2013, develop in 2016 or later).

WakeMed Cary Specific

- Continue to pursue request to add 22 beds (approved, but under appeal).

Disability and Care-giving

WakeMed System views disability and care-giving as a **Level One** priority in its community. As the leading provider of rehabilitation in the region, WakeMed makes significant commitments to the disabled in Wake County. Roughly a quarter of Wake County residents report some sort of disability¹¹.

WakeMed System

- Provide funding to Center for Volunteer Caregiving in order to support volunteers who care for needy individuals in the community.
- Operate Triangle Disability Program to aid disabled patients in finding appropriate resources and employment opportunities. This program funds 2 FTE case managers to support the disabled in the community.
- Operate Cardiac Rehabilitation programs at Cary Y's and Raleigh Campus.
- Offer classes to patients with chronic health conditions or recent procedures that require significant recovery periods (joint replacements, etc.).
- Evaluate the effectiveness of adult and pediatric hospice/palliative care programs and relationships and adjust resources as deemed appropriate.
- Continue to investigate options for effective treatment of chronic pain patients within the WakeMed health network.
- Continue to support Hospitality Pet Program. This program brings pet therapy dogs into the facility to comfort a variety of patients who due to either their anxiety levels or their diagnosis are comforted by interactions with a pet. Physicians and staff often request that canine volunteers visit with patients to cheer them up.
- Support the Ronald McDonald Resource Room within the WakeMed Children's Hospital. The room is "an oasis for parents of Children's Hospital patients."
- Maintain system-wide nursing policies to assist families and caregivers with the loss of newborns. Informational pamphlets compliment the personal intervention by caregivers, social workers, and volunteers. Policies include:
 - Fetal demise, 19 weeks gestation or earlier
 - Fetal demise, 20 weeks gestation or greater

Targets:

- Operate programs to support disabled residents of Wake County.

WakeMed Raleigh Specific

- WakeMed Raleigh includes a rehabilitation hospital, WakeMed Rehab. That facility provides restorative therapies to patients suffering from spinal cord injuries, strokes, brain injuries, severe cardiac disease, amputations and other orthopedic injuries. Outreach programs sponsored by WakeMed Rehab include:
 - WakeMed Amputee Support Group
 - Spinal Cord Injury or Disease (SCI/D) Support Group
 - Triangle Brain Injury Support Group
 - Stroke Support Group (Raleigh Campus)
 - Stroke Support Group (Clayton Medical Park)

¹¹ CHNA, see page 109.

- Automatic Implantable Cardiac Defibrillator (AICD) Support Group (Raleigh Campus – new for 2014)
- Offer WakeMed Rehab’s Club REACH, an activity-goal-focused, therapeutic day program 2 days per week for people with physical disabilities who would otherwise be socially isolated.
- Provide WakeMed Healthworks’ medically based fitness programming for people with disabilities including a spinal cord injury fitness program.
- Provide support for The Hilltop Home, a facility for severely disable children.
- Provide free clothing to patients being discharged from facilities. This is provided both to patients who may be homeless, and to patients in general, who have had their clothes damaged as the result of their accident or injury.

WakeMed Cary Specific

- Continue the Atrium Ambassador program, maintained primarily for elderly frail visitors as well as patients.
- Provide volunteer programs and related training for developmentally challenged and disabled volunteers.
- Support Groups in Cary include:
 - Cary Brain Injury Support Group
 - Stroke Support Group
 - RESOLVE - Support Group for women undergoing infertility treatments
 - Stress Management Class for Cancer Patients
 - MS Self Help Group Meetings
 - Amputee Support Group
 - Shock Absorbers Support Group for those with implantable cardiac defibrillators
- Provide memory quilts for terminally ill patients (sewn by sewers, quilters and knitters under the overall program title “Huggables”). Perinatal bereavement materials include: gowns, memory boxes and literature for parents, siblings and grandparents.

Bereavement Protocol: “We usually pick out an outfit or two with the blanket & memory box to give to the parents with pictures, footprints and a lock of hair if possible. Lisa often brings the teddy bears and does the feet casts. It takes all of us to make this possible to provide some small comfort to these families. The sewers/artists are such an essential part of this process that it would not be possible without them. We are often asked how we get such wonderful things to provide. All of the staff ensure that the credit is given to the volunteers that provide them. I certainly hope that they have a sense of purpose, socialization and self-worth. It is the minimum of what they deserve to feel.” – Wendy Snyder, Manager Women’s Pavilion and Birthplace, Cary.

Risky Youth Behavior

Risky behavior often results in a visit to the hospital, or worse. WakeMed treats this issue as a **Level Two** priority and actively works to prevent injuries in the community through public education campaigns and collaborative efforts to reach out to the community.

WakeMed System

- Offer Injury prevention programs to include:
 - Candy or Medicine – interactive display that illustrates the dangers of prescription medicine
 - Hazard House – interactive display that illustrates common household safety risks
- Safe Kids Wake County – coalition of area organizations, businesses and individuals interested in child safety
 - Mission is to reduce preventable injuries and deaths in Wake County Children ages 14 and under from motor vehicle collisions, pedestrian incidents, bicycle crashes, fire & scald burns, falls, airway obstructions, sports injuries, drownings and poisonings.
- Fund the Emergency Services Institute, providing a research environment for injury prevention across the community.
- Sponsors concussion services that work with area schools to provide assessments as to the fitness of students to return to sports activities.
 - 2013 funding: \$66,240 (est.), 2014 budget: \$66,240
- SportFit Heart, providing free ECG screenings for young athletes with the goal of detecting previously undiagnosed heart conditions.
- Youth Sports Injury Prevention Event – presented in partnership with the Carolina Railhawks, DePuy, Safe Kids and Wake Orthopaedics to raise awareness of preventable injuries to young athletes; focus on orthopaedics, nutrition and hydration, concussions, ECGs/heart conditions.
- CPR Anytime for Family & Friends - for Infants & Common Pediatric Emergencies
- Provide parenting education to teenage parents.
- Continue to collaborate with community groups (such as A.H.A.) on teen pregnancy issues. Evaluate whether or not networked primary care physicians and pediatricians can be effective advocates for the reduction of teenage pregnancy rates in the community.

Target:

- Operate educational outreach programs to create awareness of injury prevention and risk avoidance.

Housing and Homelessness

For WakeMed, Housing and Homelessness is a **Level Three** issue. We do participate actively in providing access to healthcare for the homeless, but providing housing is outside of the mission and scope of control for the System.

WakeMed System

- Provide funding for Interact, a shelter for battered women and their children
 - 2012 funding: \$109,017 (includes a medical provider for the Solace Center), 2013 funding: \$107,500, 2014 budget: \$100,000.
- Assist families in finding assisted living or nursing facilities for individuals no longer able to care for themselves. WakeMed case managers actively work to place individuals in appropriate environments when they are ready for discharge.

Target:

- Through case management work to identify safe venues for homeless patient discharges.

WakeMed Raleigh Specific

- Provide Case Management support to connect patients with resources in the community.
- Support for organizations operating shelters.
 - Urban Ministries

WakeMed Cary Specific

- Provide Case Management support to connect patients with resources in the community.