



Your Health. Your Community. Your Hospital.

Community Health Needs Assessment

Implementation Plan

December 2019



Background - Compliance

The Community Health Needs Assessment (CHNA) and the Implementation Plan are required by federal agencies. Specifically, the Affordable Care Act of 2010 requires all U.S. not-for-profit hospitals to complete a CHNA and Implementation Plan every three years.

- ▶ In 2019, Cottage Hospital leadership worked with community leaders, underserved populations receiving services in the community, and others to complete its CHNA and identify 14 community health-related needs, or service gaps.
- ▶ Cottage Hospital prioritized the list using qualitative and quantitative approaches.
- ▶ The following Implementation Plan indicates which of the prioritized needs the health system will address (and how) and which ones it will not address (and why not).

Requirements

The CHNA and the IP are separate but linked requirements.

► CHNA Requirements

- Define the community served by Cottage Hospital
- Describe the quantitative and qualitative methodology used to identify and prioritize community needs
- Include a comprehensive list of community health or health-related resources
- List the activities conducted since the prior CHNA in order to address the identified needs
- Prioritize the list of community health needs to be included in the Implementation Plan

The CHNA document (available on the website) clearly addresses each of these issues.

► Implementation Plan Requirements

- Identify which community needs the hospital will address (and how)
- Identify which community needs the hospital will not address (and why not)

This document summarizes the Implementation Plan results.

Implementation Plan Approach

- ▶ Implementation Plan activities [i.e., actions taken to identify which community health needs will be addressed (and how)], include the following:
 - Conducting in-depth discussions with the Cottage Hospital Project Leadership team to review the needs list and identify ones generally outside of Cottage Hospital's purview to impact
 - Developing a matrix that identified existing programs or activities that positively impact one or more of the 14 identified, prioritized community needs
 - Working with the Project Leadership team to define for each of the 14 needs the "degree of control that Cottage Hospital has to enact change" and a "potential timeline on which positive change could reasonably be made to address the need"
 - Creating this summary document that addresses the project requirements including clear recognition of activities within the hospital's purview to address and (if so), how the hospital can best address the need

The full, prioritized list of 14 community needs (from the CHNA) is included on the next slide.

The Total List of Prioritized Needs

- 1 Increasing access to transportation to medical appointments and other health services – not likely, have some influence, but MOU partners in the community provide transportation services
- 2 Increasing awareness around hospital services and programs
- 3 Increasing access to drug and other substance abuse treatment services – don't do directly here; MOU with other agencies; awareness – yes; access – no; mechanisms in place to provide people with access (referral only)
- 4 Increasing access to counseling services for mental health for CHILDREN – same as above; schools would be a more appropriate place for services
- 5 Increasing awareness of emergency care and trauma services
- 6 Increasing access to dentistry – nothing to do with dentistry
- 7 Increasing access to counseling services for mental health for ADULTS – starting to take some control over with this; hard time keeping providers to do it
- 8 Enhancing drug and other substance abuse education and prevention
- 9 Improving access to financial assistance for healthcare services or prescription drugs – have a financial counselor and patient/care coordinator (doesn't do much with financial) – could add to job role; new website coming soon
- 10 Increasing access to specialty care for chronic conditions, like diabetes and heart disease -diabetic counselor, endocrinology, diabetic prevention program added during the last CHNA, over the next couple of years see an impact
- 11 Increasing access to primary care services – Have primary care and have availability; more awareness
- 12 Increasing access to long-term care or dementia care for seniors
- 13 Increasing access to care coordination or support services to help people better manage their own health care – one care coordinator in primary care department; not across the entire campus
- 14 Increasing access to emergency care and trauma services – tied to #5 with awareness

Evaluation Criteria and Definitions

Cottage Hospital has a long-standing commitment to the community on every level. As such, through existing or new programs, the hospital expects to be able to address – to some degree – the majority of identified needs. In some instances, Cottage Hospital may help facilitate and partner with other organizations to address the need.

- ▶ The degree to which the hospital can address the needs is based on the following criteria:
 - The CHNA-based priority of the need
 - Resources within an existing program or initiative which can be deployed
 - Opportunities for collaboration with community partners
 - The degree to which the need is within the hospital's purview to address

NOTE: Definition of a “need:” A service gap – or, an unmet health issue – that could benefit from additional support from Cottage Hospital or affiliated organizations. For example, many chronic disease states or specific mental health conditions such as heart disease, diabetes, depression, and others – while highly important, ongoing community health issues – may not be listed as unmet needs **IF** the hospital and others are already highly engaged in these critically important areas: The need for the service may always exist, but if hospitals and others are providing capacity and access to quality care, there may not be an unmet need.

Categorization of the 14 Community Needs Identified in the CHNA

- ▶ For each of the 14 needs, Cottage Hospital examined its current programs, outreach efforts, and collaborations, and considered new initiatives such that each of the 14 needs were assigned to one of the following categories:
 - Needs that Cottage Hospital will not address: The need is either not within the Cottage Hospital purview or beyond its ability to readily impact.
 - Needs for which Cottage Hospital will enhance existing programs or establish new ones: The hospital has current activities that may be able to be modified or expanded to address the community health need; or, newly created activities or initiatives may be required to do so.
 - Needs Cottage Hospital is addressing through existing programs and activities: The hospital is already actively providing services to address the community health need and may focus efforts on building awareness of existing programs and services.
- ▶ The following pages show Implementation Plan SUMMARY results – “needs that the hospital will address (and how) and which ones it will not address (and why not)” – by category, (i.e., the three primary categories noted above).

Needs Cottage Hospital Will Not Directly Address

While Cottage Hospital has existing programs, activities and partnerships that address a majority (12, or 86%) of the 14 needs identified in the Community Health Needs Assessment, the following two needs are not currently being addressed by programs and activities at Cottage Hospital.

Although, Cottage Hospital is open to supporting initiatives that address these needs, the following list represents prioritized community needs that are either not within the Cottage Hospital purview or are beyond the organization's ability to readily impact.

- ▶ (CHNA Rank: 4) Increasing access to counseling services for mental health for children
- ▶ (CHNA Rank: 6) Increasing access to dentistry

Needs for Which Cottage Hospital will Enhance Existing Programs or Establish New Ones

- ▶ Cottage Hospital Project Leadership team members reviewed each of the needs for which Cottage Hospital has, or may establish, programs to address on two scales:
 - The degree of local control (i.e., the amount of influence Cottage Hospital may possess to affect needs).
 - Timeline (i.e., the expected amount of time it would take to impact the need)
- ▶ Based on the analysis, Cottage Hospital identified a highly focused list of program focus areas that does the following:
 - (1) addresses the highest priority needs,
 - (2) exists within Cottage Hospital's ability to control, and,
 - (3) provides positive impact in the "one-year," "two- to three-year," and "four years or longer" time frames.
- ▶ Results are shown on the following slides.

Needs for Which Cottage Hospital will Enhance Existing Programs or Establish New Ones

In the “Within One-Year” Timeline, Focus awareness and access to hospital and primary care services.

- ▶ “Within 1 Year” High priority need focus areas:
 - Increasing awareness around hospital services and programs (Rank: 2)
 - Increasing awareness of emergency care and trauma services (Rank: 5)
 - Increasing access to primary care services (Rank: 11)
 - Increasing access to emergency care and trauma services (Rank: 14)

Needs for Which Cottage Hospital will Enhance Existing Programs or Establish New Ones

In the “Two- to Three-Year” Timeline, Focus is on Access to Care.

- ▶ “Two to three-year timeline for positive impact” High priority need focus areas:
 - Increasing access to drug and other substance abuse treatment services (Rank: 3)
 - Increasing access to counseling services for mental health for adults (Rank: 7)
 - Enhancing drug and other substance abuse education and prevention (Rank: 8)
 - Improving access to financial assistance for healthcare services or prescription drugs (Rank: 9)
 - Increasing access to specialty care for chronic conditions, like diabetes and heart disease (Rank: 10)

Needs for Which Cottage Hospital will Enhance Existing Programs or Establish New Ones

In the “Four Years or Longer” Timeline, Focus is on access to support services and specialized care

- ▶ “Four years or longer timeline for positive impact” High priority needs:
 - Increasing access to transportation to medical appointments and other health services (Rank: 1)
 - Increasing access to long-term care or dementia care for seniors (Rank: 12)
 - Increasing access to care coordination or support services to help people better manage their own health care (Rank: 13)

Summary: Focus Areas and Needs by Time Frame

- ▶ **“Within One-Year” Impact Expectation – Focus areas include:**
 - Awareness and access of hospital services and primary care
 - Comment: Needs in this category are largely in Cottage Hospital’s control through community engagement and marketing yet may be further strengthened with community partnership, where possible.
- ▶ **“Two to Three-Year” Impact Expectation – Focus areas include:**
 - Access to care, such as substance abuse and mental health services and specialty care
 - Comment: Although *impact* would be expected within two to three years, new or enhanced programs may need to start sooner.
- ▶ **“Four years or longer” Impact Expectation – Focus areas include:**
 - Access to support services and specialized care for seniors
 - Comment: Programs and activities addressing these needs will be more effective when working with community partners.

Note that Cottage Hospital will continue to address a broad range of other prioritized community needs, as well as respond to urgent or emerging needs, if they arise.

Summary: Existing Programs and Activities Addressing Community Needs

- ▶ Of the 14 community needs identified from the Community Health Needs Assessment, existing programs and activities already address 86% (12 of 14) to some extent.
 - For some of the 14 needs already being addressed, Cottage Hospital is a facilitator or partner with a community service organization while for others, it takes more of a leadership role.
 - For most of these needs, Cottage Hospital programs and activities will remain largely unchanged. However, Cottage Hospital may modify existing programs, as needed or as additional opportunities present themselves.
- ▶ The following pages list the ranked needs and the number of existing Cottage Hospital programs and activities impacting them.
- ▶ The appendices include a more detailed list of programs and activities addressing the needs.

Needs List and Number of Cottage Hospital Programs

Rank	Community Need	Number of Cottage Hospital Programs or Partnerships
1	Increasing access to transportation to medical appointments and other health services – other agencies and program in place; increasing awareness around the services	3
2	Increasing awareness around hospital services and programs	2
3	Increasing access to drug and other substance abuse treatment services	2
4	Increasing access to counseling services for mental health for CHILDREN	0
5	Increasing awareness of emergency care and trauma services	2
6	Increasing access to dentistry	0
7	Increasing access to counseling services for mental health for ADULTS	1
8	Enhancing drug and other substance abuse education and prevention	1
9	Improving access to financial assistance for healthcare services or prescription drugs	2
10	Increasing access to specialty care for chronic conditions, like diabetes and heart disease	2
11	Increasing access to primary care services	2
12	Increasing access to long-term care or dementia care for seniors	1
13	Increasing access to care coordination or support services to help people better manage their own health care	1
14	Increasing access to emergency care and trauma services	1

Further Contact and Questions

Contact for additional information:

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Appendix: Existing Programs and Partnerships

Community Health Needs Assessment Prioritization Matrix		Service Lines / Programs														
		Stagecoach	HMSC Bus	RCT (VT)	Cottage Hospital Website	FQHC (VT)	NCHC	SAU	Rowe Health Center	FQHC (NH)	Haverhill Area Substance Miuse Prevention Program	Cottage Hospital Financial Counselor	Cottage Hospital Community Outreach	Cottage Hospital Inpatient Services	Cottage Hospital Short Stay Geriatric pysch unit	External long-term care facilities
1	Increasing access to transportation to medical appointments and other health services	1	1	1												
2	Increasing awareness around hospital services and programs				2							2				
3	Increasing access to drug and other substance abuse treatment services					1	1									
4	Increasing access to counseling services for mental health for CHILDREN					0		0								
5	Increasing awareness of emergency care and trauma services				2							2				
6	Increasing access to dentistry									0						
7	Increasing access to counseling services for mental health for ADULTS								2							
8	Enhancing drug and other substance abuse education and prevention										1					
9	Improving access to financial assistance for healthcare services or prescription drugs											1	1			
10	Increasing access to specialty care for chronic conditions, like diabetes and heart disease								2				2			
11	Increasing access to primary care services								3				3			
12	Increasing access to long-term care or dementia care for seniors														1	1
13	Increasing access to care coordination or support services to help people better manage their own health care								1							
14	Increasing access to emergency care and trauma services												2			

0 = No impact 1 = Minor direct or indirect impact 2 = Moderate direct or indirect impact 3 = Major direct or indirect impact