

Community Health Improvement Plan Methodist Le Bonheur Germantown Hospital

Methodist Le Bonheur Healthcare (MLH) is an integrated, not-for-profit healthcare delivery system based in Memphis, Tennessee, with 1,650 total licensed beds. Our hospital system includes home health services, outpatient surgery centers, minor medical centers, diagnostic centers, sleep centers and a hospice residence that serve the entire Mid-South. Areas of expertise include The Brain and Spine Institute, The Transplant Institute, The Cancer Center, The Cardiovascular Institute and pediatrics at Le Bonheur Children's Hospital. MLH has been affiliated with The United Methodist Church since 1918, and combines a dedication to clinical excellence with a faith-based commitment to care.

At MLH, community health goes beyond providing treatment to those within the walls of the hospital. MLH takes pride in providing quality healthcare to all, regardless of ability to pay. Methodist also recognizes the importance of addressing the needs of those within the community in a more holistic manner. The 2016 Community Health Needs Assessment was used to identify health needs around which the system can galvanize efforts to impact the quality of life for all in the community:

- **Maternal, Infant, & Child Health**
- **Access to Health Services**
- **Cancer**
- **Cardiovascular Disease & Stroke**

This Implementation Plan is designed to be system-minded and focused on addressing the above community health needs. It assumes all hospital facilities will work together in addressing needs, and does not include an exhaustive list of current community health initiatives. The “signature initiatives” addressed within this plan are specific programs of focus which will be used to measure progress of how this system is working to address the needs of the community. All initiatives included are underway as of 2017.

This plan in particular focuses on **Methodist Le Bonheur Germantown Hospital (MGH)**. MGH is a nationally recognized, 309-bed, full service hospital located in a community setting. Also located on campus is the Women’s and Children’s Pavilion, a Maternity Center with a Level 3 NICU, a comprehensive cardiology program, critical care services, an orthopedic surgery program, an outpatient diagnostic imaging center and a 24 hour emergency department staffed and equipped to meet the healthcare needs of both children and adults.

Identified Health Need: Maternal, Infant, & Child Health

Goal: Address the needs of at-risk children through sustainable systemic change within the community

For more than 40 years, Le Bonheur Children’s Hospital has gone beyond our hospital’s walls to address the barriers that prevent children from thriving. Our community is home to the poorest metropolitan service area (population greater than 1 million) in the country. Forty-seven percent of children live in a household with income below the federal poverty level and half of these children live at extreme poverty levels. Poverty creates unsettling health disparities among the children we serve. To reach these children, Le Bonheur is actively present in the community, helping children and families in their environments – schools, community centers, clinics, child care facilities and homes. Annually we serve more than 250,000 children.

Strategy 2: Promote sound child development and support for effective parenting

We plan to accomplish the following:

- Provision of early intervention services with children with complex and chronic medical and developmental conditions
- Provide evidence-based early home visitation services to increase healthy births and build social, emotional, and cognitive skills

Signature Initiatives:

Childbirth Classes

MLH offers classes to prepare the entire family—from parents and grandparents to siblings. Class topics include: childbirth, breastfeeding, infant safety and CPR, new fathers, grandparents, siblings, gestational diabetes, and more.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist South Hospital, Methodist Le Bonheur Germantown

How we’ll measure success: The success of this program will primarily be based on the number of those educated on childbirth and related topics.

Identified Need: Access to Health Services

Goal: Improve access to health care and health-promoting services

Access to comprehensive, quality health services is a crucial component in ensuring an increased quality of life and health equity for all.

Strategy 1: Increase access to primary and behavioral health care for underserved populations

We plan to do the following:

- Establish patient-centered pathways among community-based providers through formal partnerships, alignment and mutual accountability

Signature Initiatives:

Partnerships with Community Clinics

MLH will partner with community clinics to improve access to primary care services.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital facilities involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, Methodist Olive Branch Hospital, Le Bonheur Children’s Hospital

How we’ll measure success: The goal of the partnership is to establish patient-centered pathways for underserved populations among community-based providers through formal partnerships, alignment, and mutual accountability by 2019. Success for this program will be demonstrated by increased primary care visits, particularly for underserved populations.

The Living Well Network

Through a collaborative relationship with the Dennis H. Jones Living Well Network, several Methodist Medical Group providers now provide depression screenings to patients during their annual exams, resulting in referrals to the Living Well Network where appropriate.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital facilities involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, Methodist Olive Branch Hospital

New Action Step: Services are expected to be expanded to additional primary care practices and possibly emergency departments.

How we'll measure success: A goal for this initiative is to increase screening for behavioral health issues in a setting where the patient is most comfortable and can connect those in need with the necessary resources. Success is currently based on the number of referrals from primary care providers to the Living Well Network, the number of behavioral health resources provided, and hours of phone support.

Strategy 2: Leverage existing trust within community congregations to improve community health

We plan to accomplish the following:

- Strengthen linkages between congregations, the healthcare system, and primary care to improve health outreach, screenings, and referrals

Signature Initiatives:

Congregational Health Network (CHN)

The CHN is a collaborative, multi-faith partnership between MLH and more than 600 Mid-South congregations. This partnership focuses on providing legal services, education, and advocacy for children and their families. Members of CHN congregations have access to support on issues such as preventive medicine and follow up care. The CHN works with congregations to educate and provide a supportive network to help patients navigate the healthcare system. The CHN is also heavily involved in cancer screenings and navigation, as well as cardiovascular-related initiatives.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, Methodist Olive Branch Hospital, Le Bonheur Children’s Hospital

New Action Step: CHN will provide more resources addressing primary care, cancer and cardiovascular disease. CHN has developed new partnerships to expand access in North Mississippi.

How we’ll measure success: With an overall goal of increasing access to screenings for high-risk populations, and through the use of such initiatives as community wellness events and education courses, the CHN’s success will be marked by attaining 70% PCP alignment/referral and by the number of individuals trained.

Strategy 3: Provide services and social supports to empower patients to make appropriate and efficient care decisions

We plan to accomplish the following:

- Expand access to social and health services through a comprehensive, place-based model
- Enhance person-centered navigation models targeted to sub-populations

Signature Initiatives:

Consistent Site-Based Outreach (Wellness Without Walls)

Wellness Without Walls is a regular “health clinical event” scheduled every other month on various Wednesdays in the Riverview Kansas Community Center and other locations. It is designed to perform basic screening tests, flu shots and connect the community to needed health and social resources, while also serving as a consistent touch point with the rising risk population.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, Methodist Olive Branch Hospital

New Action Step: This program is exploring the possibility of expanding to additional neighborhoods.

How we’ll measure success: The goal of the program is to serve as a consistent touch point with the rising risk population, provide screenings and health education, and connect the community

with needed health services. Success will be measured by an increase in education, screenings, and resources provided.

Primary Care Navigation

Primary Care Navigation seeks to route patients from higher acuity settings to primary care. By aligning community care and coordination and including our safety net partners, MLH provides more efficient care for our underserved population.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, Methodist Olive Branch Hospital

New Action Step: The program will strengthen partnerships with safety net providers.

How we'll measure success: The goal of the program is to navigate patients to the most appropriate point of care, with a particular focus on increasing primary care visits. Success will be measured, in part, by increasing primary care visits and decreasing hospital and emergency department readmissions.

Intensivist Navigation (Familiar Faces, in partnership with community clinics)

The Familiar Faces program provides additional, non-clinical support frequent users of MLH emergency departments and tests the impact of navigator intervention on improving health behaviors and appropriate healthcare utilization among members of each cohort.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, Methodist Olive Branch Hospital

New Action Step: The program will continue to expand to include additional at-risk patients.

How we'll measure success: The goal of the program is to redirect patients to the most appropriate point of care thereby reducing ED encounters, IP readmissions and, as needed, increasing primary and specialty care physician visits.

Population Navigation

This project will test MLH's approach to community health within the Hispanic and Latino community. The population of Hispanic and Latino Memphis residents continues to grow and maintains many disparities including high levels of poverty, unemployment and lack of health insurance. Through analysis of the population's use of MLH hospitals over six years, significant opportunities were identified to make lifestyle changes, including improving health literacy, appropriate utilization of health resources, and health outcomes. MLH's two bilingual Navigators will use the successful 38109 initiative as a blueprint to engage the target community and then implement tailored, culturally-sensitive programs to address their unique needs.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, Methodist Olive Branch Hospital

How we'll measure success: The primary goal of the program is to improve access to healthcare resources in order to impact the overall health and well-being of the Hispanic and Latino community members residing in 38122 (22% of total Hispanic and Latino population), 38108 (20.7% of total population), 38115 (9.8% of total population), and 38133 (12.6% of total population) through innovative, ground-level, community engagement and navigation programming. A combination of encounter, length of stay, and readmissions will be used to evaluate program success.

Community Outreach—Health Fair

MGH frequently partners with local communities to provide health screenings, education, and other resources to community members.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: (Hospital facility-specific)

New Action Step: Health fairs will be more focused on maternal, child, and infant health; access to health services; cancer; and cardiovascular disease.

How we'll measure success: Success will be measured by an increase in education, screenings, and resources provided.

Identified Needs: Cancer, Cardiovascular Disease & Stroke

Goal: Address effects of two high-priority diseases

In a community with high cancer incidence and one of the largest gaps in mortality in the nation, focused action is necessary to address this ever-growing issue. High prevalence of associated risk factors, high blood pressure, diabetes, and obesity, is contributing to too many heart disease and stroke deaths in our community.

Strategy 1: Reduce impact of adult cancer

We plan to accomplish the following:

- Improve access to screening and treatment by addressing barriers that contribute to racial disparity in cancer outcomes

Signature Initiatives:

Cancer Navigation

One of the Mid-South's most notable disparities is the tremendous gap in breast cancer survival between white and black women. In the midst of these community challenges, MLH, through the CHN and in partnership with the West Cancer Center, is faced with the daunting task of equipping the community with the necessary resources to alleviate the barriers that produce the alarming disparities in cancer outcomes. Through navigation, and with an emphasis on providing women a central point of contact for their breast health, the breast cancer navigation team continues to fine-tune and expand their model of care delivery to ensure patients receive seamless care despite the complex system.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, Methodist Olive Branch Hospital

New Action Step: CHN and West Cancer Center will continue to expand the scope beyond breast cancer to other types of cancer, such as cervical, colorectal, and lung.

How we'll measure success: The goal of this initiative is to distribute appropriate information and access regarding early detection and screening, provide screenings, and to navigate patients through the healthcare system.

Cancer Program Specialist

MLH hired its first-ever Cancer Program Specialist to bolster its commitment to reduce cancer disparities. The Cancer Program Specialist will focus on four primary cancers: Lung Cancer, HPV/Cervical Cancer, Colon and Prostate Cancer, and Breast Cancer. The specialist will seek to support consistency, quality, and innovation within every aspect of the program, including educational classes, collaboration with West Cancer Center, the Congregational Health Network and other community-based efforts.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, Methodist Olive Branch Hospital

How we'll measure success: The goal of the specialist is to increase information and understanding, dispel fear and to increase access to available resources.

Mobile Mammography

Methodist Mobile Mammography features the latest breast screening technology in the convenience of a mobile unit. The Mobile Mammography Bus is a resource that supports MLH's collaborative efforts with the Congregational Health Network and West Cancer Center to navigate more women to breast health screenings in order to reduce the breast cancer mortality rate in Memphis through earlier detection and prompt follow up care.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, Methodist Olive Branch Hospital

New Action Step: CHN has partnered to expand access in North Mississippi.

How we'll measure success: Success will primarily be measured by the number of screenings provided.

Strategy 2: Reduce impact of cardiovascular disease

We plan to do the following:

- Advance self-management knowledge and skills for individuals with uncontrolled diabetes to improve cardiovascular outcomes

Signature Initiatives:

Diabetes Education Classes

Based on the recommendations from the American Diabetes Association, classes are offered in which patients meet with a certified diabetes educator to determine educational goals and the teaching plan. Patients are actively involved in the shared decision making process. Classes cover topics including diabetes overview, nutrition planning and management, physical activity, emotions and stress management, medication therapies, risk reduction and problem solving. A Gestational Diabetes Class is also available, in which expectant mothers receive a management plan that focuses on nutrition and maintenance of normal blood glucose levels.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist South Hospital, Methodist Le Bonheur Germantown

How we'll measure success: The success of this program will primarily be based on the number of those educated on diabetes management and maintenance.

Stroke Support Groups

Stroke Support Groups meet three times each month at different locations around the city. These meetings provide education and support to caregivers and stroke survivors.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown

How we'll measure success: The goal of the program is the increase education and support to caregivers and stroke survivors.

Diabetes Self-Management in Primary Care (in partnership with UTHSC)

With efforts in nine primary care clinics throughout several rural and urban Mid-South communities, the goal of this initiative is to bolster primary care's ability to support diabetes care of African-American adults with uncontrolled diabetes. We recognize the difficulties individuals face with uncontrolled diabetes and their additional co-morbid chronic diseases. There is limited access to primary care, and this research study seeks to identify which self-care improvement methods (motivational messaging, diabetes wellness coaching, and usual care with diabetes educational materials) proves most effective for underserved patient populations.

Serving residents of: Shelby County, TN and Desoto County, MS, plus other surrounding counties

Hospital(s) involved: Methodist University Hospital, Methodist South Hospital, Methodist North Hospital, Methodist Le Bonheur Germantown, and Methodist Olive Branch Hospital

How we'll measure success: This initiative will target 1,000 people within the next few years. Over the course of this time, success will be demonstrated through improvements in A1C levels, blood sugar levels, as well as improved survey results in quality of life, diabetes self-care decisions, and improved feelings around primary care.

Appendix 1: MLH Summary Table of System Implementation Plan

Need	Initiative	Counties Served	Hospitals Involved
Maternal, Infant, & Child Health	Changing High-Risk Asthma in Memphis	Shelby	Le Bonheur
	Be Proud! Be Responsible!	Shelby	Le Bonheur
	Community Developmental Services	Shelby, plus surrounding TN counties	Le Bonheur
	Nurse Family Partnership	Shelby, possibly expanding to DeSoto	Le Bonheur
	Childbirth Classes	Shelby, DeSoto, plus surrounding	South, Germantown
	Memphis CHiLD Medical Legal Partnership	Shelby, plus surrounding	Le Bonheur
	Trauma Outreach Education	Shelby, plus surrounding West TN counties	Le Bonheur
Access to Health Services	Partnerships with Community Clinics	Shelby, DeSoto, plus surrounding	All Hospitals
	The Living Well Network	Shelby, DeSoto, plus surrounding	All Adult Hospitals
	Congregational Health Network	Shelby, DeSoto, plus surrounding	All Hospitals
	Consistent Site-Based Outreach	Shelby, DeSoto, plus surrounding	All Adult Hospitals
	Primary Care Navigation	Shelby, DeSoto, plus surrounding	All Adult Hospitals
	Intensivist Navigation	Shelby, DeSoto, plus surrounding	All Adult Hospitals
	Population Navigation	Shelby, DeSoto, plus surrounding	All Adult Hospitals
	Sickle Cell Partnership	Shelby, DeSoto, plus surrounding	University
Cancer	Community Outreach – Health Fair	Shelby, DeSoto, plus surrounding	Hospital-specific
	Cancer Navigation	Shelby, DeSoto, plus surrounding	All Adult Hospitals
	Cancer Program Specialist	Shelby, DeSoto, plus surrounding	All Adult Hospitals
	Mobile Mammography	Shelby, DeSoto, plus surrounding	All Adult Hospitals
Cardiovascular Disease & Stroke	CHN DEEP Diabetes Education	Shelby, DeSoto, plus surrounding	South, North
	Diabetes Education Classes	Shelby, DeSoto, plus surrounding	South, Germantown
	Diabetes Wellness & Prevention Center	Shelby, DeSoto, plus surrounding	South
	Comprehensive Stroke Center	Shelby, DeSoto, plus surrounding	University
	Stroke Support Groups	Shelby, DeSoto, plus surrounding	South, North, Germantown
	Diabetes Self-Management in Primary Care	Shelby, DeSoto, plus surrounding	All Adult Hospitals

The table above shows a comprehensive view of initiatives included across all MLH hospital facility implementation plans. All hospital facilities are working together to address the health needs of the community.