

Community Health Improvement Plan

Le Bonheur Children's 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 **Le Bonheur Children's Hospital**. Le Bonheur is a Magnet-designated 255 bed facility recognized among the nations “Best Children's Hospitals” by U.S. News & World Report for six consecutive years. With 45 pediatric specialties, Le Bonheur Children's Hospital serves as the teaching hospital the University of Tennessee Health Science Center. With a well-established presence in community, Le Bonheur's expertise and resources extend beyond hospital walls. Le Bonheur Community Outreach is a 503(c)(3) organization that was created to address some of this community's greatest needs, such as safety, teen pregnancy, and access to healthcare.

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 1: Risk reduction for children and adolescents

We plan to accomplish the following:

- Improve asthma self-management and address the triggers that cause attacks
- Build student understanding and awareness of sexual diseases, safe-sex practices, and life skills

Signature Initiatives:

Changing High-Risk Asthma in Memphis (CHAMP)

The most frequent reason for children visiting our emergency department is breathing difficulties. Four years ago, Le Bonheur launched a program to target the most chronic disease of childhood. CHAMP, Changing High-Risk Asthma in Memphis through Partnership, developed a team of physicians, nurses, a respiratory therapist and community health workers who walk alongside families of children with poorly- controlled asthma, teaching them how to better manage the disease and help reduce the triggers that cause attacks.

Serving residents of: Shelby County, TN

Hospital facilities involved: Le Bonheur Children’s Hospital

How we’ll measure success: The targeted reach for this initiative is 525 people in three years. Through initiatives such as technical assistance from the Green and Healthy Homes Initiative, preventive healthcare management in the Le Bonheur asthma clinic, and the provision of legal services from the Le Bonheur legal-medical partnership, the goal of this tactic is to increase the

family's ability to manage asthma. Success for this goal will be measured by capturing a decrease in number of hospitalizations and emergency department visits by enrolled children.

Be Proud! Be Responsible!

The main strategy of Be Proud! Be Responsible! is to influence beliefs by increasing knowledge on the prevention of STIs, HIV, and pregnancy. This is done by using medically sound information to teach students about the benefits of safer sex behaviors or abstinence with a series of interactive learning experiences in a school- or community-based setting. The program places emphasis on helping adolescents utilize the knowledge and skills learned to real-life experiences by helping them build the skills needed to negotiate safer sex behaviors and give them a stronger sense of pride and responsibility in making these decisions.

Serving residents of: Shelby County, TN

Hospital facilities involved: Le Bonheur Children's Hospital

New Action Step: Community Advisory Groups will be established with the collaboration of the Memphis Teen Vision (MemTV). The community advisory group members will include parents, teachers, healthcare providers, government officials and other public servants who strongly believe and support the teen pregnancy prevention initiatives. The Youth Leadership Council (YLC) will be established with youths from communities served via recruitment of community organizations, youth groups, former BPBR! Memphis! participants, and teens interested in preventing teen pregnancy in their respective communities and across Shelby County. The teens will participate in surveys, focus groups, the Annual Youth Conference (AYC), and other designated group activities surrounding teen pregnancy prevention.

How we'll measure success: The goal of this program is to empower teenagers to develop a sense of pride, self-confidence and self-respect through sexual disease education, safe-sex practices and life skills-building activities. Through the use of pre and post-course evaluations, success of this tactic will be demonstrated through reported increased confidence in teen's ability to negotiate safer sex and a change in beliefs on HIV before/after completion of the program. The targeted reach for this initiative is 11,500 people in three years.

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:

Community Developmental Services

Le Bonheur Developmental Services will provide support to families, child care centers, and partner agencies that have young children with developmental, health, medical, or behavioral needs. Our team of developmental, behavioral, occupational, physical, and speech therapists; nurses; support facilitators; and coordinators will partner with daily caregivers to help each child reach their full developmental potential in their natural daily environment: family home, caregiver home, and/or child care setting.

Serving residents of: Shelby County, TN and surrounding counties in the Memphis, TN and Jackson, TN Metro Areas

Hospital(s) involved: Le Bonheur Children's Hospital

New Action Steps: This program plans to strengthen their role in the social service system of care in order to better benefit the people served by partnering with Bioworks – Strengthening, Working Families and with Porter-Leath. A new service shift to align with Social Work in Le Bonheur will have Inclusion Support staff working alongside Le Bonheur's Family Support Services (Resource Center & Social Work) to offer assessment. Referrals to other community agencies will be made using CoactionNet. The financial well-being of the families should be improved by their ability to return back to work/school and to address health needs in order to maintain employment.

How we'll measure success: This goal of Community Developmental Services is to engage families in care and improve access to services for children with chronic and/or complex needs. Success will be demonstrated by increased family engagement and improved ability to return to work or school after receiving consistent high quality childcare. The targeted reach for these services is 4,000 children in the next three years.

Nurse Family Partnership (NFP)

In the NFP, specially trained nurses visit low-income mothers in their homes; families are enrolled prenatally and receive regular visits by a nurse until the child's second birthday.

Serving residents of: Shelby County, TN and possibly expanding to Desoto County, MS by 2019

Hospital(s) involved: Le Bonheur Children's Hospital

How we'll measure success: The goal of NFP is to improve pregnancy outcomes, child health & development, and families' economic self-sufficiency. The targeted reach for this initiative is 275 to 350 people in three years. Program success is demonstrated by a decrease in the number of preterm birth for enrolled clients.

Strategy 3: Promote children's health & wellbeing through impactful, sustainable community partnerships

We plan to accomplish the following:

- Expand direct legal services, education and advocacy for children and their families
- Increase trauma-informed pediatric practices at regional adult hospitals through trauma education and training

Signature Initiatives:

Memphis CHiLD Medical Legal Partnership

A medical-legal partnership, including the University of Memphis Cecil C. Humphreys School of Law, Memphis Area Legal Services, University of Tennessee HSC – Department of Pediatrics and Le Bonheur Children's Hospital. The partnership will focus on providing legal services, education, and advocacy for children and their families.

Serving residents of: Shelby County, TN and inpatients clients who are residents of surrounding counties

Hospital(s) involved: Le Bonheur Children's Hospital

How we'll measure success: The goal of the MLP is to eliminate the legal and social barriers impacting patient health. To that end, success of this program will be measured by an increase in the number of referrals to legal services made by participating partners and an increase in the number of professionals trained. The targeted reach for this initiative is 900 people referred in three years.

Trauma Outreach Education

As the region's only comprehensive children's hospital, Le Bonheur provides education and training for adult hospitals in West Tennessee on ways to care for the unique needs of pediatric patients

Serving residents of: Shelby County, TN and surrounding West Tennessee counties

Hospital(s) involved: Le Bonheur Children's Hospital

How we'll measure success: The goal of trauma outreach education is to ensure that health care professionals within adult hospitals have the capacity to stabilize and treat critically ill or injured children. Success for this program will be demonstrated by an improvement in outcomes of pediatric trauma patients transferred from regional hospitals.

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.

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.

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.