

Methodist Le Bonheur Healthcare
Joint System 2020-2022

Community
Health
Improvement
Plan



Community Health Improvement Plan

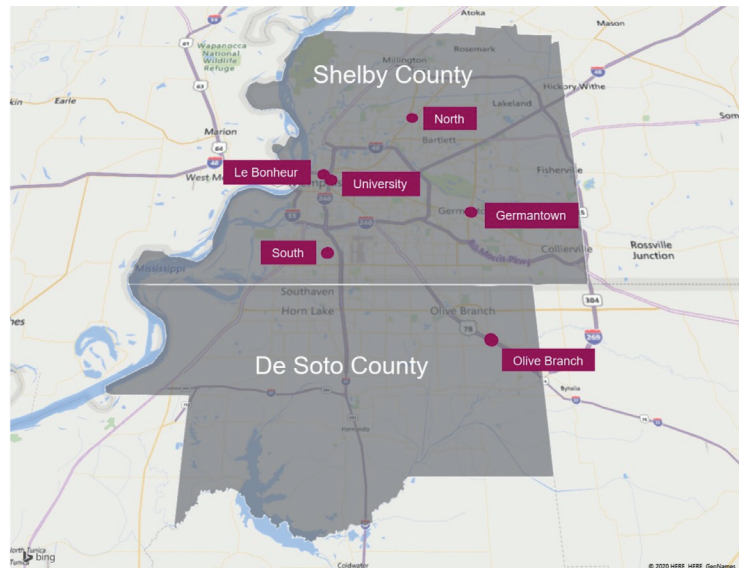
Introduction

Based in Memphis, Tennessee, Methodist Le Bonheur Healthcare (MLH) has been caring for patients and families regardless of ability to pay for more than 100 years. Guided by roots in the United Methodist Church and founded in 1918 to help meet the growing need for quality healthcare in the greater Memphis area, MLH has grown from one hospital into a comprehensive healthcare system with 13,000 Associates supporting six hospitals, ambulatory surgery centers, outpatient facilities, hospice residence and physician practices serving communities across the Mid-South. From transplants and advanced heart procedures to expert neurology services and compassionate cancer care, MLH offers clinical expertise with a focus on improving every life we touch.

MLH has long stood by its commitment to serve all corners of Memphis. This is clear through the physical presence of MLH hospitals in underserved areas of North, South, and Downtown Memphis. MLH has maintained this presence for over four decades as part of its commitment to improving the health of our entire community.

In addition to providing nationally recognized clinical care, our commitment to our community's health goes beyond treating those within the walls of our hospitals. We start with our Associates—developing programs and initiatives to help our workers manage and improve their health. Through internal entities like the Mission Integration division, MLH continues to develop novel programs to address the needs of the diverse communities it serves.

MLH's most recent 2019 Community Health Needs Assessment (CHNA) studied the needs of patients in MLH's primary service area consisting of Shelby County, Tennessee and DeSoto County, Mississippi. The report reaffirmed many of the priorities the system has maintained in recent years and highlighted new opportunities to improve the health of those in Memphis and beyond. This plan describes how the MLH hospitals will use insights gained from the CHNA to shape actions and address these community needs.



Locations of Methodist Le Bonheur hospitals within the system's two-county primary service area.

HEALTH PRIORITIES

MLH's 2019 CHNA reaffirmed priorities from the system's previous 2016 CHNA in addition to new system priorities. Priorities identified in 2016 and reaffirmed in 2019 are:

Cardiovascular Health – Cardiovascular disease (CVD) is the leading cause of death in MLH's service area and cardiovascular patients are among the most common discharges from Methodist hospitals. Cardiovascular Health has consistently ranked among our system's priority initiatives and will continue to be a leading focus. Conditions related to CVD were among the leading issues identified by the community in CHNA focus groups, including: high blood pressure, diabetes, and obesity. Obesity increases the risk of developing cardiovascular disease, and adults with diabetes are more likely to die from heart disease or stroke than adults without diabetes. Given the correlation between CVD, obesity, and diabetes, several CV tactics address these closely related conditions.

Adult Cancer Care – Cancer is the second-leading cause of death in the communities MLH serves, and there are significant health disparities related to cancer prevalence and mortality in Shelby and DeSoto Counties. African Americans with prostate cancer die at more than twice the rate of Caucasians, while African American breast cancer patients die at more than 1.4 times the rate of Caucasian patients. The majority of patients in the Methodist system are persons of color, giving the system a unique opportunity to impact these disparities in cancer outcomes.

Maternal, Infant, and Child Health – Ensuring the health of children and infants starts well before they are born by supporting the health of expecting mothers. While the country as a whole sees 17% of women getting late or no prenatal care, a full 39% of Shelby Co. do not get adequate care. Compared to national rates, Shelby County's are 2.2 times higher, and infant mortality is nearly twice as common. Across all these metrics, African American mothers and children are more negatively impacted than other races. Three Methodist hospitals offer obstetric and neonatal services, and Le Bonheur Children's Hospital is a national leader in comprehensive infant and pediatric care. Through these facilities Methodist is implementing numerous initiatives to address challenges related to maternal, infant, and child health.

Access to Health Care – Several Methodist facilities are located in or near federally recognized Health Professional Shortage Areas. MLH's hospital presence in all corners of Memphis helps to ensure continued access to providers in high-need areas; however, provider shortages are only one factor impacting access to care. Through programs sponsored by MLH and engagement with community partners, MLH makes health resources like screenings and education available outside the hospital walls to improve access for those who might otherwise lack it.

Two new priorities added in 2019 are:

Behavioral Health – Behavioral health needs were the number one issue identified by community members in MLH's CHNA focus groups. These needs are apparent in depression, drug and alcohol abuse, and suicide rates, which largely mirror national trends. Violent crime also plays a major role in shaping communities' sense of well-being. In Shelby County rates of violent crime and homicides are more than 3 times higher than national rates, with African American men more likely to die from homicide than other demographics. Violence impacts the sense of well-being for entire communities, not just the direct victims of crime. Despite these challenges, Shelby and DeSoto Counties both have fewer mental health providers per capita than the nation and their respective states.

Addressing Barriers to Health –Community members who participated in our focus groups shared additional barriers preventing them from improving their own health, particularly factors with geographic, racial, or gender disparities, including: cardiovascular disease, infant mortality, and teen births. MLH continues to develop initiatives to address barriers that impact patients outside our hospital walls.

PARTICIPATING HOSPITALS

The 2019 CHNA was conducted jointly for all Methodist Le Bonheur hospitals and the following joint implementation strategy includes actions planned across the health system to address the system's health priorities. These actions will leverage each facility's unique strengths to meet the community's health needs. While no facility will fully address every priority, all priorities have a place within this system plan. (Figure 1)

Hospitals included in this implementation plan are:

- Methodist University Hospital (MUH)
- Methodist Le Bonheur Germantown Hospital (MLGH)
- Methodist North Hospital (MNH)
- Methodist South Hospital (MSH)
- Methodist Olive Branch Hospital (MOBH)
- Le Bonheur Children's Hospital (LBCH)

Figure 1. Major Priorities Addressed by MLH Hospitals

	ACCESS	CARDIO- VASCULAR	CANCER	MATERNAL, INFANT, & CHILD	BEHAVIORAL HEALTH	BARRIERS
MUH	X	X	X			X
MLGH		X	X	X	X	X
MNH	X	X			X	X
MSH	X	X		X		X
MOBH	X	X		X		X
LBCH	X	X		X		X
SYSTEM	X				X	X

The following document summarizes actions each hospital will take to address priorities the system has identified; however, it is not an exhaustive account of all hospital activities addressing these or other community health needs. Additionally, the MLH system at large supports shared activities to address health priorities that are not specific to individual facilities. These are outlined in the final section.

IMPLEMENTATION STRATEGIES

Methodist University Hospital

Methodist University Hospital (MUH) is a 583 licensed acute bed facility in the heart of the Memphis Medical District. As an academic campus and principal teaching hospital of the University of Tennessee Health Science Center, it brings together research, medicine and innovation. This partnership supports multidisciplinary collaboration among doctors and clinical team members, leading to more advanced medical care for our patients. A staff of more than 2,500 Associates focuses on providing patient- and family-centered healthcare services.

MUH's specialty areas providing cutting-edge technology and the most advanced procedures in the Mid-South include: The James D. Eason Transplant Institute, with a nationally ranked Liver Transplant Program; cardiology and cardiovascular services [NAME?], with a Comprehensive Stroke Center; oncology; and the Blood and Marrow Transplant Center. Methodist University Hospital has established areas of focus to provide comprehensive regional tertiary care for cardiac, cancer, and transplant patients.

MUH also plays a significant role in community care. A notable share of this care is for indigent populations in Downtown, Midtown, and South Memphis. High uninsured rates and chronic disease drive many patients to MUH's ED for primary care. In its role as a referral center for high-complexity care, the hospital treats uninsured patients from across Memphis and the Mid-South for surgical, diagnostic, and other complex care.

Adult Cancer Care

Goal: Address the effects of cancer

MUH's relationship with University of Tennessee Health Sciences Center make it a leader in supporting research, education, and training for oncology care. By developing its comprehensive cancer services and screening and prevention efforts, MUH will enhance access to exceptional oncology care for all Memphians.

Cancer Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none">• Create new cancer screening programs and follow-up navigation where appropriate• Host cancer screening resources (e.g. imaging services)• Sponsor community nutrition programs for cancer patients
Impacts	<ul style="list-style-type: none">• Increased awareness of and access to screening resources for at-risk patients• Reduced cancer deaths through early identification and treatment of cancers• Better health and greater engagement for patients undergoing cancer treatment

Clinical Services	
Anticipated actions + Resources	<ul style="list-style-type: none">• Strengthen resources for cancer care in Downtown and Midtown communities• Implement care navigation pilot programs for select diagnostic cohorts• Increase multi-disciplinary collaboration (e.g. cardio-oncology program)• Improve our ability to support cancer patients as they transition to survivorship
Impacts	<ul style="list-style-type: none">• Increased access to oncology care, including for residents of high-need communities• Better support for patients with needs that prevent them from effectively managing their own care• Increased ability to identify patients' social and psychological needs related to effective cancer care• Improved long-term health and well-being of cancer survivors

Access to Health Care

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

Methodist University Hospital continues to strengthen its presence in the heart of Memphis. This has helped maintain access to care for those living in urban neighborhoods near Downtown Memphis and has meant that the role MUH plays in offering care to high-need patients has grown over time. Supporting providers' presence downtown is only one factor impacting access to care. Through programs sponsored by MUH and additional engagement with community partners, MUH brings health resources to those who might otherwise lack them.

Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none">• Sponsor and host screenings for priority health conditions• Support education events• Engage with community stakeholders through the hospital's Community Advisory Group and MUH leaders' board memberships
Impacts	<ul style="list-style-type: none">• Improved access to health screenings for patients who might otherwise not be able obtain them• Early detection and prevention of chronic disease• More appropriate utilization of healthcare resources through promotion and engagement with patients before their needs become acute• Greater reflection of community input into priority-setting at MUH
Potential collaborators	Event host partners, Community Advisory Group members, community businesses and organizations

Addressing Barriers to Health	
Anticipated actions + Resources	<ul style="list-style-type: none">• Establish initiatives to identify emergency department and inpatient "super utilizers"• Connect "super utilizers" with more appropriate preventive and lower-acuity care in the MLH system or with other community providers• Support programs to address social determinants of health, particularly for patients with pronounced needs (e.g. transplant, sickle cell)
Impacts	<ul style="list-style-type: none">• Decreased emergency department utilization for non-emergent issues• Increased collaboration between MUH and primary care providers• Meeting non-clinical needs of targeted patient populations
Potential collaborators	MLH and community primary care providers

Cardiovascular Health

Goal: Address the effects of cardiovascular disease and related conditions

MUH serves as the system hub for academic and research work in cardiology. Clinical development at Methodist University plays an important role in increasing access to clinical services for heart disease in Memphis. Additionally, programmatic offerings increase awareness of CVD among potential patients and empower them to take preventive measures related to heart disease. MUH also supports programs to address CVD risk factors like obesity and diabetes.

Cardiovascular Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none">• Support and host community screenings for cardiovascular and related diseases• Engage patients and promote chronic disease management through education efforts related to heart disease and stroke• Promote awareness of cardiovascular care in the community through engagement with organizations in the community
Impacts	<ul style="list-style-type: none">• Increased screenings for CVD and related risk factors• Early detection and intervention of CVD and diabetes• Improved health literacy and self-management of chronic conditions• Increased community awareness and dialog related to CVD and related conditions

Clinical Services	
Anticipated actions + Resources	<ul style="list-style-type: none">• Develop cardiovascular hospital and ambulatory services in the MUH submarket through: provider recruitment, capital investments• Develop heart failure clinics and programs• Develop bariatrics program related to CV risk factors
Impacts	<ul style="list-style-type: none">• Improved access to cardiology services in the MUH submarket• Improved disease management for heart failure patients, reduced readmissions• Improved weight management, including via non-surgical methods

METHODIST LE BONHEUR GERMANTOWN HOSPITAL

Methodist Le Bonheur Germantown Hospital (MLGH) is a 319-bed, full service hospital located in a community setting and serving east Shelby County and surrounding communities. Among the many services offered by Methodist Germantown are maternity services with a Level-III neonatal intensive care unit (NICU), comprehensive cardiology program, critical care services, an outpatient diagnostic imaging center, and a 24-hour emergency department staffed and equipped to meet the healthcare needs of both children and adults.

Methodist Le Bonheur Germantown serves a dual role as both an important source of general care for Germantown and surrounding communities and as a referral hub for more complex care for patients across the region. Obstetrics services, advanced cardiology care, and breast imaging are among the prominent referral services where MLGH plays a system role. The breadth of MLGH's services creates many opportunities to impact system CHNA priorities. To narrow this focus, the following strategies represent selections from among system priorities that also match the shifting needs within the MLGH market and feedback from community stakeholders.

Behavioral Health

Goal: Improve mental and behavioral health

Stakeholders in Germantown and surrounding communities have expressed their concerns about behavioral health needs and the relative scarcity of resources. Leading concerns include: anxiety, depression, substance abuse, and stigma. [add perspective from ED data pull?] Methodist Le Bonheur Germantown's visibility gives it a unique opportunity to elevate behavioral health issues in community dialog and to support programs targeting these needs. Programs sponsored by MLGH can help normalize conversations about behavioral health and provide clinical and educational resources to patients. Germantown is also one of the fastest-aging submarkets in the Memphis metro. For many patients, getting older makes managing one's own health more difficult and creates stress for caregivers supporting older patients. MLGH will help aging adults develop health engagement skills and support the health and psychological well-being of those who care for them.

Behavioral Health Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none"> Cooperate with internal and external partners to reduce the impact of behavioral health issues Increase community discussions and awareness of behavioral health challenges and resources Explore partnerships to provide tele-psychiatry and addiction services
Impacts	<ul style="list-style-type: none"> Increased individual awareness of and self-management of behavioral health issues Reduced stigma around behavioral health and increased community discussion of issues Increased behavioral health capacity and resources available to patients
Potential collaborators	MLH Living Well Network, No Whispers Initiative, CHN faith-based organization for education and outreach, exploration of third-party providers for tele-psych and addiction services

Navigation Resources for the Elderly and Caregivers	
Anticipated actions + Resources	<ul style="list-style-type: none"> Develop healthcare navigation assistance for aging adults in managing their health Support dual caregivers (i.e. those caring simultaneously for aging parents and children)
Impacts	<ul style="list-style-type: none"> Improved health literacy and activation among older adults Reduced burnout and improved self-care among dual caregivers

Cardiovascular Care

Goal: Address effects of cardiovascular disease

MLGH plays a unique role in cardiology, hosting the system's minimally invasive structural cardiology program and acting as the parent facility to MLH's largest outpatient cardiology practice, Sutherland Cardiology Clinic – Wolf River. Operational improvements and program growth at Methodist Germantown will play an important role in increasing access to general cardiology for local residents and surgical procedures for patients from across the region. Additionally, programmatic offerings will increase awareness of CVD among potential patients and empower them to take preventive measures related to heart disease. MLGH also plays an important role addressing CVD risk factors as one of the homes of Methodist's bariatric surgery program, which helps patients maintain a healthy weight.

Cardiovascular Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none">• Support and host community screenings for cardiovascular and related diseases• Engage patients and promote chronic disease management through education efforts related to CVD, diabetes, and obesity• Promote awareness of heart health through innovative offerings like HeartSafe, and Health Matters programs
Impacts	<ul style="list-style-type: none">• Increased screenings for CVD and related risk factors• Early detection and intervention of CVD and diabetes• Improved health literacy and self-management of chronic conditions• Increased community awareness and dialog related to CVD and related conditions
Potential collaborators	MLH bariatric programs; HeartSafe host organizations

Clinical Services	
Anticipated actions + Resources	<ul style="list-style-type: none">• Develop in cardiovascular hospital and ambulatory services in the MLGH submarket• Develop heart failure clinics and programs• Develop bariatrics programs related to CV risk factors
Impacts	<ul style="list-style-type: none">• Improved access to cardiology services in the MLGH submarket• Improved disease management for heart failure patients, reduced readmissions• Improved patient activation and weight management, including via non-surgical methods

Maternal, Infant, and Child Care

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

As the primary delivery hospital in the MLH system, MLGH plays an important role in supporting maternal health. MLGH's maternity services have been recognized for their quality, including first-in-the-region 24/7 OBGYN hospitalist coverage, a Level-III NICU, and an advanced infant security system. These capabilities earned MLGH the Memphis Business Group on Health's highest rating for high risk deliveries.

Beyond clinical excellence, MLGH emphasizes a holistic view of maternal health, including an emphasis on education programs. For children, MLGH hosts a Le Bonheur emergency department, giving patients of all ages access to Le Bonheur Children's Hospital's emergency services in eastern portions of the MLH service area. Methodist Le Bonheur Germantown also maintains an active presence in the community through its presence at community events.

Obstetrics Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none"> • Host free and low-cost courses for mothers and families, ranging from childbirth to grandparenting to infant safety, that fit into families' busy schedules • Support community-based programs (e.g. health fairs/expos) to support healthy pregnancies • Pilot literacy initiatives to promote health childhood development
Impacts	<ul style="list-style-type: none"> • Increased adherence to healthy behaviors during pregnancy and in early childhood • Growth in awareness of community resources to support mothers and families in need • Improved childhood literacy
Potential partners	Community event organizers; Urban Child Institute

Cancer

Goal: Address effects of cancer

Breast cancer is the most commonly diagnosed cancer in women in both Shelby and DeSoto Counties. MLGH is home to the largest Comprehensive Breast Center in the MLH system, which provides a full spectrum of diagnostic testing to promote early disease detection among women. Through the Methodist Mobile Mammography unit, women can also access screening mammography without setting foot on a hospital campus. While MLGH also offers robust cancer services to men, breast cancer will be a central focus of its cancer efforts.

Cancer Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none"> • Host hospital for mobile mammography unit • Support education and related efforts
Impacts	<ul style="list-style-type: none"> • Increased access to mammography and screenings for patients who would otherwise struggle to access them • Reduced cancer deaths through early detection and treatment • Improved patient understanding of prevention strategies
Potential collaborators	Community partners hosting educational events; Businesses and community sites for mobile mammography screenings

Growth of Clinical Services	
Anticipated actions + Resources	<ul style="list-style-type: none"> • Provide cancer care to patients regardless of ability to pay with special focus related to breast cancer
Impacts	<ul style="list-style-type: none"> • Established clinical oncology program through provider recruitment and expanded services

METHODIST NORTH HOSPITAL

Methodist North Hospital (MNH) opened in 1978 in the Raleigh community to support the needs of north Shelby County and neighboring Tipton County. Methodist North currently has 280 licensed acute beds. The hospital provides general acute care services including critical care, same-day surgery, 24-hour emergency care, limb preservation and wound care; cardiac services; orthopedic surgery and a Behavioral Health Center.

This facility serves a diverse cross section of West Tennessee communities. These include urban communities of North Memphis, such as Raleigh and Frayser, small towns in Tipton County, and rural residents across both Shelby and Tipton Counties. A broad array of health needs accompanies this diversity. The following strategies will allow Methodist North Hospital to address system priorities identified in the 2019 CHNA in ways that match the realities of their local market.

Access to Health Care

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

Methodist North Hospital is located in a federally recognized Health Professional Shortage Area based on the number of primary care providers relative to the local population. MNH helps to ensure the continued presence of providers in this high-need area and takes additional steps to address broader challenges to access in its service area. In addition to limited providers, numerous factors can make it difficult for patients to access appropriate care. One of the most common concerns voiced by CHNA focus group participants was that a lack of trust in providers prevented many community members from effectively engaging with the healthcare system. Through programs sponsored by MNH and additional engagement with community partners, MNH will bring health resources to those who might otherwise lack them while fostering the community’s trust.

Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none">• Sponsor health screenings in the community• Support for care navigation resources• Strengthen the community through additional initiatives like workforce development programs
Impacts	<ul style="list-style-type: none">• Improved access to health screenings for patients who might otherwise not be able obtain them• Early detection and prevention of chronic disease• Appropriate utilization of health resources by engaging patients before their needs become acute• Improved visibility of MNH in the community, by meeting people where they live, work, or play, increases trust

Addressing Barriers to Health

Anticipated actions + Resources	<ul style="list-style-type: none"> • Develop cultural humility among Methodist Le Bonheur Healthcare providers by providing training and education resources • Increase patients' trust in the health system by meeting patients where they live, work, or play through system-sponsored programs • Engage with community stakeholders through community advisory groups, board memberships, etc. to listen to their needs and inform hospital priorities
Impacts	<ul style="list-style-type: none"> • Increased trust in MLH health system and providers to encourage patients to seek appropriate care • Improved provider and associate understanding of cultural identities unique to MLH patient sub-populations • Improved healthcare utilization and outcomes for historically marginalized patient populations • More direct communication between MNH leaders and community members

Cardiovascular Health

Goal: Address the effects of cardiovascular disease

Cardiovascular patients represent the largest number of discharges from Methodist North Hospital. With several interventional cardiologists practicing at MNH, the hospital plays an important role in system efforts to address CVD. Operational improvements and growth at Methodist North will help increase access to clinical services for heart disease in the North Market. Additionally, programmatic offerings will increase awareness of CVD among potential patients and empower them to take preventive measures related to heart disease. Screening for conditions related to cardiovascular disease—like blood pressure, obesity, and diabetes—are common priorities and support early intervention and disease management.

Cardiovascular Community Programs

Anticipated actions + Resources	<ul style="list-style-type: none"> • Support and host community screenings for cardiovascular and related diseases • Engage patients and promote chronic disease management through education efforts related to CVD, diabetes, and obesity • Promote awareness of heart health through innovative offerings like HeartSafe, and Health Matters programs
Impacts	<ul style="list-style-type: none"> • Increased screenings for CVD and related risk factors • Early detection and intervention of CVD and diabetes • Improved health literacy and self-management of chronic conditions • Increased community awareness and dialog related to CVD and related conditions

Clinical Services

Anticipated actions + Resources	<ul style="list-style-type: none"> • Develop cardiovascular hospital and ambulatory services in the MNH market through: provider recruitment, capital investments • Growth of Telestroke services
Impact	<ul style="list-style-type: none"> • Improved access to cardiology services in the MNH submarket • Increased access to specialized stroke care and reduced transfers to other facilities

Behavioral Health

Goal: Improve mental and behavioral health and elevate behavioral health discussions to reduce stigma

Higher than average rates of violence in some communities within MNH's submarket area add to the need for behavioral health services geared towards addressing the effects of traumatic events. Focus group participants also cited stigma as preventing those in need of behavioral health care from seeking services. Many believed that open communication about behavioral health within communities could help remove some of this stigma and help clear the way for patients to seek care. Methodist North has the opportunity to give behavioral health a prominent place in community health discussion. Programs sponsored by MNH help normalize conversations about behavioral health as well as provide patients with clinical and educational resources. MNH also has the distinction of hosting the MLH system's inpatient psychiatric services.

Behavioral Health Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none">• Elevate discussions of behavioral health issues in the community• Educate patients and community members about behavioral health topics• Support for patients and families facing emotional trauma
Impacts	<ul style="list-style-type: none">• Reduced stigma around behavioral health and increased community discussion of issues and expanded resources• Increased individual awareness of and self-management of behavioral health issues• Early interventions for patients and families impacted by violence or other issues with the potential to prompt emotional trauma

METHODIST SOUTH HOSPITAL

Methodist South Hospital (MSH) was opened in the Whitehaven community in 1973 and serves south Shelby County and the surrounding areas. Methodist South currently has 156 licensed acute beds and provides a full complement of general acute care services, including maternity services with a Level-II neonatal intensive care unit (NICU), critical care, surgery, 24-hour emergency department, cardiac, dialysis, and wound healing. The communities in MSH's submarket tend to be less affluent, have more uninsured residents, and have fewer healthcare resources than much of the broader metro. MSH is the sole resource for many types of care in this area, including urgent/emergency medicine, surgical services, and advanced diagnostics.

Access to Health Care

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

Methodist South Hospital is located in a federally recognized Health Professional Shortage Area based on the number of primary care providers relative to the local population. MSH helps to ensure the continued

presence of providers in this high-need area and takes additional steps to address broader challenges to access in its service area. Provider shortages are only one factor impacting access to care. Through programs sponsored by MSH and engagement with community partners, MSH addresses barriers and brings health resources to those who might otherwise lack them through initiatives like health screenings and education delivered in a variety of community settings.

Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none"> • Sponsor health screenings in the community • Host events that connect community members and foster personal health engagement • Promote health literacy through work with community partners, like churches, schools, and community groups • Engage with community stakeholders through community advisory groups and board memberships to listen to their needs and inform hospital priorities
Impacts	<ul style="list-style-type: none"> • Improved access to health screenings for patients who might otherwise not be able obtain them • Early detection and prevention of chronic disease • Increased awareness of health resources in the MSH submarket • Reinforced presence of MSH as a cornerstone of the community, by meeting people where they live, work, or play • More direct communication between MNH leaders and community members

Clinical Services	
Anticipated actions + Resources	<ul style="list-style-type: none"> • Support for additional primary care providers
Impacts	<ul style="list-style-type: none"> • Improved access to primary care for individuals living in underserved communities • Improved management of primary care sensitive conditions

Cardiovascular Health

Goal: Address the effects of cardiovascular disease and related conditions

Patients with cardiovascular disease represent the largest number of discharges from Methodist South Hospital. Cardiovascular health has consistently ranked among our system's priority initiatives, and local social determinants of health in the MSH submarket increase residents' risks of CVD. Operational improvements and growth at MSH will play an important role in increasing access to clinical services for heart disease in the South Memphis market. Additionally, programmatic offerings will increase awareness of CVD among potential patients and empower them to take preventive measures related to heart disease. Innovative offerings like MSH's Diabetes Wellness & Prevention Center are part of a growing number of resources to help patients address the underlying factors that cause CVD.

Cardiovascular Community Programs

Anticipated actions + Resources	<ul style="list-style-type: none"> • Support and host community screenings for cardiovascular and related diseases • Engage patients and promote chronic disease management through education efforts related to CVD • Support education, screening, and navigation support focused on burden of diabetes and obesity in the MSH submarket
Impacts	<ul style="list-style-type: none"> • Increased screenings for CVD and related risk factors • Early detection and intervention of CVD • Improved health literacy and self-management of chronic conditions • Improved understanding of CVD risk factors • Improved diabetes and weight management

Maternal, Infant, and Child Health

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

MSH is the only hospital providing obstetrics services in the South Memphis submarket. Obstetrics patients at Methodist South tend to have higher risk profiles than those at other facilities, like higher rates of teen births and greater shares of complex deliveries. MSH offers resources to support the healthy development of both expectant mothers and children. From prenatal education, to a Level-III NICU, to post-partum resources, MSH supports care even after birth.

Obstetrics Community Programs

Anticipated actions + Resources	<ul style="list-style-type: none"> • Host free and low-cost courses for mothers and families • Provide pregnancy care navigation supported by perinatal coordinator • Support community-based programs (e.g. health fairs/expos) to support healthy pregnancies • Host literacy initiatives to promote healthy childhood development
Impact	<ul style="list-style-type: none"> • Increased adherence to healthy behaviors during pregnancy and in early childhood • Growth in awareness of community resources to support mothers and families in need • Improved childhood literacy

Clinical Services

Anticipated actions + Resources	<ul style="list-style-type: none"> • Collaborate with obstetric providers in the MSH submarket
Impacts	<ul style="list-style-type: none"> • Continued access to prenatal and obstetric providers • Improved outcomes for pregnant mothers and infants

METHODIST OLIVE BRANCH HOSPITAL

Methodist Olive Branch opened in 2013 and is a 73-bed hospital designed to care for the community of North Mississippi. Methodist Olive Branch Hospital provides emergency services, obstetrics, cardiology, gastroenterology, nephrology, rehabilitation services, and an outpatient diagnostic imaging center in nearby Southaven, MS. The hospital also supports MLH's commitment to sustainability by being designed

in accordance with U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) certification. Methodist Olive Branch is the sole Methodist facility in Mississippi and meets important needs in Northwest Mississippi communities. With the closure of several hospitals in surrounding counties in previous years, MOBH has become many patients' most accessible source of care. As a result, indigent and Medicaid-funded services provided by MOBH have increased significantly.

Cardiovascular Health

Goal: Address the effects of cardiovascular disease and related conditions

Cardiovascular disease is the leading cause of death in DeSoto County and cardiovascular patients represent the second largest number of discharges from MOBH, following only obstetrics volumes. MOBH offers a broad array of cardiovascular services. MOBH has been recognized by both the DNV-GL Healthcare accreditation agency and American Heart Association/American Stroke Association for its disciplined system for managing stroke care and the quality of care offered. Additionally, the American College of Cardiology has recognized the hospital as an Accredited Chest Pain Center with Percutaneous Intervention. These services bring life-saving care to CVD patients in underserved areas of Northwest Mississippi. MOBH also supports local efforts to address CVD risk factors, like diabetes, through its clinic offerings and community education efforts.

Cardiovascular Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none"> • Support and host community education events related to cardiovascular disease, stroke, and related risk factors • Promote awareness of heart health through engagement with community stakeholders
Impacts	<ul style="list-style-type: none"> • Early detection and intervention of CVD and diabetes • Improved health literacy and self-management of chronic conditions • Increased community awareness and dialog related to CVD and related conditions

Clinical Services	
Anticipated actions + Resources	<ul style="list-style-type: none"> • Develop in cardiovascular hospital and ambulatory services in the MOBH market through: provider recruitment, capital investments • Grow stroke services
Impacts	<ul style="list-style-type: none"> • Improved access to cardiology services in the MOBH submarket • Improved access to specialized stroke care and reduced transfers to other facilities • Improved outcomes for stroke patients

Access to Health Care

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

In addition to MLH's presence in all corners of Memphis, MOBH plays an important role providing care in Northwest Mississippi. The hospital is at the confluence of a growing suburban population in the Olive Branch area and less populous, underserved surrounding counties. For many rural residents, MOBH offers

their nearest access to emergency care. MOBH's opening in 2013 has been accompanied by a growing ambulatory footprint in DeSoto County, offering additional access points to primary care, general surgery, women's healthcare, and diagnostic imaging services.

Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none"> • Sponsor health screenings and education opportunities in the community • Collaborate with community organizations addressing health issues
Impacts	<ul style="list-style-type: none"> • Improved access to health screenings for patients who might otherwise not be able obtain them • Early detection and prevention of chronic disease • Increased awareness of health resources in the MOBH submarket
Potential collaborators	Event host organizations, Hernando Health Council, DeSoto County Social Services Coalition, Sacred Heart Mission, local faith-based organizations

Clinical Services	
Anticipated actions + Resources	<ul style="list-style-type: none"> • Develop ambulatory services to serve patients in DeSoto county and Northwest Mississippi • Identify opportunities to meet growing needs in Northeast DeSoto and Northwest Marshall Counties
Impacts	<ul style="list-style-type: none"> • Improved access to primary and specialty services for local residents • Improved access to care in submarkets where there are currently limited services

Maternal, Infant, and Child Health

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

Ensuring the health of children and infants starts well before they are born by supporting the health of expecting mothers. MOBH offers Mississippi patients access to MLH's obstetrics services. These services are offered through the Olive Branch Women's Center where patients can access comprehensive obstetric care, from family planning and infertility evaluation to postpartum care. MOBH is the first in the Methodist system to achieve a Baby-Friendly designation, which recognizes its participation in international efforts to supporting breast feeding, particularly in the first days of life. MOBH also offers regular prenatal parenting classes.

Obstetrics Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none"> • Host free and low-cost courses for mothers and families • Continue to emphasize Baby Friendly principles
Impacts	<ul style="list-style-type: none"> • Increased adherence to healthy behaviors during pregnancy and in early childhood • Growth in awareness of community resources to support mothers and families in need • Raised rates of breastfeeding in the first days of pregnancy • Increased breastfeeding education for expectant mothers

LE BONHEUR CHILDREN'S HOSPITAL

The presence of a nationally recognized children's hospital in the MLH system supports additional specialized focus on infant and child health. Le Bonheur Children's Hospital (LBCH) treats more than 250,000 children each year through community programs, regional clinics and a 255-bed state-of-the-art hospital. A medical staff of more than 240 physicians provides expert care in 45 subspecialties. Le Bonheur Children's Hospital has consistently been ranked as a "Best Children's Hospital" by *U.S. News & World Report*, including ranking in eight specialties with a Top 10 honor in Cardiology and Heart Surgery for 2019-20.

The Mid-South's only comprehensive pediatric facility, Le Bonheur operates the only pediatric ACS Level 1 trauma center and Level IV NICU in the region. The hospital provides numerous specialty services including heart, liver and kidney transplantation, brain tumor resections, cardiothoracic surgery and invasive and non-invasive cardiac laboratories. Various outpatient centers provide urgent care, outpatient surgery and subspecialty clinics throughout the Mid-South in ambulatory settings and partners with various West Tennessee school systems to provide school-based nursing services, health screenings and health education. Le Bonheur Children's partnerships include St. Jude Children's Research Hospital, Semmes Murphey and Campbell Clinic Orthopaedics.

Le Bonheur Children's is also committed to educating the next generation of pediatric providers, as the primary pediatric teaching hospital for the University of Tennessee Health Science Center. In addition, the Children's Foundation Research Institute, a partnership of the University of Tennessee Health Science Center, Le Bonheur and the Children's Foundation of Memphis, works to further the prevention, treatment and elimination of pediatric disease by supporting researchers looking for new discoveries in pediatrics. Medical scientists perform research in many areas including neuroscience and infectious and respiratory diseases.

Maternal, Infant, and Child Health

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

LBCH offers comprehensive care to pediatric patients beginning at birth. As the home of the only Level IV NICU in the region, LBCH cares for a large number of complex pregnancies and ill infants. The hospital continues to develop resources to meet the needs of the region's neonatal patients while exploring innovative programs to address the needs of high-risk mothers and infants outside of the hospital, both before and after birth.

Maternal, Infant, and Child Community Programs

Anticipated actions + Resources	<ul style="list-style-type: none"> Expand home visitation programs for at risk mothers and infants Explore opportunities to collaborate with adult facilities to link mothers to prenatal care
Impacts	<ul style="list-style-type: none"> Improved pregnancy outcomes Improved child health Improved economic self-sufficiency for families Increased ability to identify eligible mothers for enrollment in support programs

Clinical Services

Anticipated actions + Resources	<ul style="list-style-type: none"> Develop expansion of neonatal intensive care services Develop expansion of maternal fetal medicine services
Impacts	<ul style="list-style-type: none"> Increased capacity to care for ill and premature infants Increased impact on complex deliveries regionally Improved outcomes for high-risk pregnancies

Cardiovascular Care

Goal: Address effects of cardiovascular disease and related risk factors

The Le Bonheur Heart Institute provides comprehensive cardiac care, from defects detected before birth up to adulthood, including the region's only pediatric heart transplant unit. In addition to robust clinical offerings, LBCH supports research and the University of Tennessee Health Sciences Center pediatric cardiology fellowship training program. The Heart Institute team also provides cardiology coverage at St. Jude Children's Research Hospital. In addition to direct cardiology care, LBCH provides care for diabetes and obesity in childhood, both of which increase the risk of future heart disease, and outreach programs in all of these focus areas.

Clinical Services

Anticipated actions + Resources	<ul style="list-style-type: none"> Expand Heart Institute on LBCH campus Grow regional cardiology clinic presence Continue to strengthen research and clinical trial capabilities
Impacts	<ul style="list-style-type: none"> Additional inpatient cardiology capacity New MRI-guided hybrid catheterization lab Increased access to LBCH cardiology, endocrinology, and obesity specialists at locations across the Mid-South Advances in LBCH's ability to prevent, treat, and eliminate pediatric disease

Cardiovascular Community Programs

Anticipated actions + Resources	<ul style="list-style-type: none"> Support creative programs to engage pediatric patients and families around cardiac, diabetes, and obesity diagnoses Partner with Methodist University Hospital and UTHSC to support heart disease patients' transition to adulthood Sponsor education events and materials for patients and the public
Impacts	<ul style="list-style-type: none"> Improved understanding among young patients about their health conditions Greater life-long engagement among pediatric patients in managing their health Reduced avoidable complications resulting from diabetes and obesity

Access

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

Le Bonheur has earned top 50 ranks in eight pediatric specialties from *U.S. News & World Report*.

LBCH's expertise draws patients from across the country, but it also means that pediatric patients in the Mid-South can access exceptional care near their homes. As LBCH's clinical services grow, its community outreach program has grown as well. This program is now among the largest such programs organized by children's hospitals.

Community Outreach Programs	
Anticipated actions + Resources	<ul style="list-style-type: none">• Partner with schools and community groups to educate and engage students and family around their health• Sponsor programs to support groups with targeted needs (e.g. asthma patients, teen moms)• Increase collaboration with adult hospitals
Impacts	<ul style="list-style-type: none">• Growth of patient engagement and knowledge of disease prevention, early detection, and management• Improved quality of care and reduced avoidable complications among target populations• Improved care transitions and lifelong engagement in health

Addressing Barriers to Health	
Anticipated actions + Resources	<ul style="list-style-type: none">• Sponsor programs to target social determinants of health (e.g. Project Search school-to-work program)• Advocate on behalf of individual patients and families (e.g. Medical-Legal Partnership Clinic) and for broader policy changes that support healthy children• Increase use of technology (e.g. telehealth) to support access to care
Impacts	<ul style="list-style-type: none">• Reduced patient challenges to care related to their education, economic, or social situations• Improved access to social support services (public benefits, health insurance, housing, etc.)• Reduced travel-associated burdens of accessing LBCH care

SYSTEM-WIDE INITIATIVES

Behavioral Health

Goal: Improve mental and behavioral health and elevate discussions to reduce stigma

Growth of Clinical Services	
Anticipated actions + Resources	<ul style="list-style-type: none">• Imbed behavioral health consultants in primary care practices throughout the MLH system
Impacts	<ul style="list-style-type: none">• Increased access to behavioral health services in MLH's service area• Faster access to care for urgent situations through warm hand-offs to onsite consultants

Behavioral Health Community Programs	
Anticipated actions + Resources	<ul style="list-style-type: none">• Grow the Living Well Network's ability to connect adults in the Mid-South with behavioral health resources at no cost• Advocate for additional healthcare resources for the communities we serve• Elevate discussions of behavioral health and its connections to overall health
Impacts	<ul style="list-style-type: none">• New opportunities for adults with behavioral health needs to identify and connect to local resources• Increased support for behavioral health resources in the region• Reduced stigma and increased awareness of behavioral health issues

Access to Health Care

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

Addressing Barriers to Health	
Anticipated actions + Resources	<ul style="list-style-type: none">• Increase the minimum wage for MLH Associates to \$15/hour by January 2021• Create opportunities for Associates to gain the skills, experience, knowledge, and education to advance to higher paying positions
Impacts	<ul style="list-style-type: none">• Improved financial security for Associates• Catalyst for change among Memphis Metro employers• Improved support for local workforce development

