



Community Health Needs Assessment

# Implementation Plan

2019 2021

Presented by



# Background - Compliance

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

- In 2018, Monadnock Community Hospital (MCH) worked with community service leaders, underserved populations, and others to complete its CHNA and identify 50 community health-related needs, or service gaps.
- MCH prioritized the list based qualitative and quantitative approaches.
- The following IP indicates which of the prioritized needs the hospital will address (and how) and which ones it will not address (and why not).

# Requirements

The CHNA and the IP are separate but linked requirements

## ➤ CHNA Requirements

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

## ➤ Implementation Plan (IP) Requirements

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

This document summarizes the IP results.

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# IP Approach

Implementation Plan activities (i.e., actions taken to improve community health and address needs identified in the CHNA) will include many of the individuals and organizations previously embedded in the CHNA Leadership Team. Based on close collaboration with the Leadership Team during the CHNA process and from ongoing work with Team members since approximately 2012, MCH leadership took a lead role in IP development.

- Leadership constructed evaluation criteria for IP activities in order to determine whether or not they are within the hospital's purview to address and (if so), define how the hospital can best address the need.

# Evaluation Criteria and Definitions

MCH has a long-standing commitment to the community on every level. As such, through existing or new programs, the hospital expects to be able to address – to some degree – approximately 80% of the 50 identified needs.

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

NOTE: Definition of a “need:” A service gap – or, an inadequately met health issue – that could benefit from additional support from MCH or affiliated organizations. For this reason, many chronic disease states such as heart disease, diabetes, cancer, and others – while highly important community health issues – are not listed as unmet needs because the hospital and others are already highly engaged in these critically important areas.

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# IP Activities Categories

- Hospital leadership reviewed the CHNA needs and organized the highest-priority needs (the “top 10”) into five categories.
  1. Behavioral health
  2. Substance abuse
  3. Access to care for high need populations
  4. Care coordination (for higher risk patients, and coordination of care between provider organizations)
  5. Special outreach to unique populations – youth, dental, seniors, etc.

NOTE: For the purpose of the IP, a sixth category of “Other community based programs” was included

# Categorization of the 50 Community Needs Identified in the CHNA

- For each of the 50 needs, MCH examined its current programs, outreach efforts and collaborations, and considered new initiatives such that each of the 50 needs were assigned to one of the following categories:
  - Ongoing activity: The hospital is already actively providing services to address the community health need.
  - Add to an ongoing activity: The hospital has current activities that may be able to be modified or expanded to address the community health need.
  - Create a new initiative to address community health need.
  - Not within MCH's purview.
- The following pages show IP SUMMARY results – “needs that the hospital will address (and how) and which ones it will not address (and why not) – by category, i.e., the five primary categories noted earlier plus the “Other community based programs” category.
- For easy reference, IP Details are provided in the appendices of this report.

# Behavioral Health Summary \*\*

- Note that the top two needs among the 50 (total) identified are in the behavioral health category.
- MCH will, or is currently addressing, all but one of the nine needs noted below.

Community Needs	Top 10 Need	Action
Behavioral health – early detection and intervention	1	Ongoing Activity
Behavioral health care for adult social, emotional, and organically-based illnesses	2	Ongoing Activity
Behavioral health for senior population	Not in top 10 needs	Ongoing Activity
Counseling or intervention services to deal with home violence	Not in top 10 needs	MCH will not address
Depression and other mental illness support and counseling	Not in top 10 needs	Ongoing Activity
Suicide prevention	Not in top 10 needs	Ongoing Activity
Support groups for people suffering from depression or anxiety	Not in top 10 needs	Ongoing Activity
Teen suicide	Not in top 10 needs	Ongoing Activity

\*\* Details regarding the Actions are included in the appendices

# Substance Abuse

- Substance abuse-related needs include the Number 3 and Number 4 overall community health needs.
- MCH is currently providing some support in each area. The appendices provide greater program details.

Community Needs	Top 10 Need	Action
Drug and alcohol abuse treatment	3	MCH will not address
Drug and alcohol education and early intervention	4	Ongoing Activity
Alcohol abuse treatment	Not in top 10 needs	Ongoing Activity
Opioid abuse prevention, intervention, and treatment	Not in top 10 needs	Ongoing Activity
Smoking or tobacco prevention and education	Not in top 10 needs	Ongoing Activity



# Access to Care for High Need Populations

- There were 18 “Access to Care” needs (shown on this slide and the next one) among the 50 included in the IP.
- Most (15 of 18) are already being addressed to some degree by the hospital. The others are outside the MCH service purview, yet it would likely support other community service providers’ actions to address them.

Community Needs	Top 10 Need	Action
Affordable medical care	5	Ongoing Activity
Affordable dental services for adults	6	MCH will not address
Services that provide transportation to medical appointments and the pharmacy	10	MCH will not address
Access to pulmonary specialties/all specialty care access	Not in top 10 needs	MCH will not address
Affordable prescription drugs	Not in top 10 needs	Ongoing Activity
Availability of affordable healthcare, prescriptions, and services	Not in top 10 needs	Ongoing Activity and may expand with additional initiatives
Availability of specialists and treatments	Not in top 10 needs	Ongoing Activity





# Access to Care for High Need Populations

- MCH has ongoing activities to address the needs below.

Community Needs	Top 10 Need	Action
Breast care and cancer screening	Not in top 10 needs	Ongoing Activity
Care for heart disease or heart conditions	Not in top 10 needs	Ongoing Activity
Chronic disease screening	Not in top 10 needs	Ongoing Activity
Diabetes care and education	Not in top 10 needs	Ongoing Activity
Diabetes prevention	Not in top 10 needs	Ongoing Activity
More dentists	Not in top 10 needs	Ongoing Activity
More doctors providing routine medical care (family doctor, pediatrician, primary care)	Not in top 10 needs	Ongoing Activity
More doctors that provide specialized care for cancer, diabetes, asthma, and other conditions	Not in top 10 needs	Ongoing Activity
Obesity education and care	Not in top 10 needs	Ongoing Activity
Urgent care	Not in top 10 needs	Ongoing Activity



# Care Coordination

- Two of the three care coordination needs are among the top 10 most highly rated needs.
- MCH currently has activities supporting each care coordination need below.

Community Needs	Top 10 Need	Action
Coordination of care for higher-risk patients	7	Ongoing Activity
Coordination of care between provider organizations	8	Ongoing Activity
Communication between community service providers regarding the breadth of services available	Not in top 10 needs	Ongoing Activity

# Special Outreach to Unique Populations

- MCH is currently engaged in activities addressing eight of the 11 needs below. They may also expand activities directed toward the highest need (i.e., youth-oriented programs).

Community Needs	Top 10 Need	Action
Other youth-oriented programs (example: wellness, mentoring, lifestyle and goal setting)	9	Ongoing Activity and may expand with additional initiatives
Affordable Dental services for children	Not in top 10 needs	Ongoing Activity
Exercise programs for adults and seniors	Not in top 10 needs	Ongoing Activity
Exercise programs for children	Not in top 10 needs	MCH will not address
Home health services such as Visiting Nurses or other in-home care	Not in top 10 needs	MCH will not address
Homeless services (healthcare for the homeless)	Not in top 10 needs	MCH will not address
Hospice or end-of-life care	Not in top 10 needs	Ongoing Activity
Migrant health services	Not in top 10 needs	Ongoing Activity
Multi-lingual health services	Not in top 10 needs	Ongoing Activity
Senior health services	Not in top 10 needs	Ongoing Activity
Women's healthcare	Not in top 10 needs	Ongoing Activity

# Other Community Based Programs

- MCH community activities impact needs areas outside of conventional health care.

Community Needs	Top 10 Need	Action
Food security	Not in top 10 needs	MCH will not address
Lack of employer support (causes people to go to work sick)	Not in top 10 needs	MCH will not address
Lack of insurance coverage	Not in top 10 needs	Ongoing Activity
Nutrition education and services	Not in top 10 needs	Ongoing Activity
Pain management	Not in top 10 needs	Ongoing Activity
Preventive health services, such as flu shots, mammograms, and other screenings	Not in top 10 needs	Ongoing Activity

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# IP Activity Summary

- Monadnock Community Hospital actively supports community health by providing direct care services and through community collaboration.
  - Through direct or collaborative activities, MCH addresses approximately 40 of the 50 leading community needs as identified in the CHNA.
  - Ongoing community collaboration (e.g., the “Be the Change” group) continue to be active and (where helpful) are refined to better meet evolving challenges.
  - MCH is dedicated to addressing current needs and modifying activities to address emerging community health issues, as they arise.

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# Further Contact and Questions

Contact for additional information

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## Implementation Plan Appendices

Appendices include the following:

- Implementation Plan / Need Category: Behavioral Health
- Implementation Plan / Need Category: Substance Abuse
- Implementation Plan / Need Category: Access to Care
- Implementation Plan / Need Category: Care Coordination
- Implementation Plan / Need Category: Special Outreach to Unique Populations
- Implementation Plan / Need Category: Other Community Based Programs

Implementation Plan / Need Category: Behavioral Health

Behavioral Health Community Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
Behavioral health early detection and intervention	1	In pediatric and family care practices, ongoing patient survey work detects social and emotional needs requiring early intervention services.	NA	NA	NA
Behavioral health care for adult social, emotional, and organically-based illnesses	2	MCH currently offers the largest hospital-based outpatient service in New Hampshire. MCH subsidizes over \$500,000 per year in behavioral health care.  MCH is also one of the few New Hampshire hospitals with a social worker in each primary care office.	NA	NA	NA
Behavioral health for senior population	Not in top 10 needs	MCH currently offers the largest hospital-based outpatient service in New Hampshire.  MCH is also one of the few New Hampshire hospitals with a social worker in each primary care office.	NA	NA	NA
Counseling or intervention services to deal with home violence	Not in top 10 needs	No	No	No	This is generally beyond the MCH purview, however, patients are screened during outpatient office visits. In instances where home violence may be a concern, a social worker will meet with the patients.

Behavioral Health Community Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
Depression and other mental illness support and counseling	Not in top 10 needs	<p>Patients are screened during outpatient office visits. In instances where mental health issues may be a concern, a social worker will meet with the patients.</p> <p>The hospital also provides a breadth of outpatient behavioral health services; and, efforts are supported by sliding fee scales, where appropriate.</p>	NA	NA	NA
Suicide prevention	Not in top 10 needs	<p>MCH currently offers the largest hospital-based outpatient service in New Hampshire. MCH subsidizes over \$500,000 per year in behavioral health care. The Be the Change group also provides additional community support for individuals and families impacted by suicide-related issues.</p> <p>MCH is also one of the few New Hampshire hospitals with a social worker in each primary care office.</p>	NA	NA	NA
Support groups for people suffering from depression or anxiety	Not in top 10 needs	<p>MCH offers a support group for women experiencing depression or other mental health issues. The hospital also supports similar groups for men being conducted in Jaffrey.</p>	NA	NA	NA
Teen suicide	Not in top 10 needs	<p>MCH currently offers the largest hospital-based outpatient service in New Hampshire. MCH subsidizes over \$500,000 per year in behavioral health care. The Be the Change group also provides additional community support for individuals and families impacted by suicide-related issues.</p> <p>MCH is also one of the few New Hampshire hospitals with a social worker in each primary care office.</p>	NA	NA	NA

Implementation Plan / Need Category: Substance Abuse

Substance Abuse Community Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
Drug and alcohol abuse treatment	3	No	NA	NA	NA
Drug and alcohol education and early intervention	4	The Be the Change Behavioral Health Task Force provides free education and resources to the community regarding substance use and mental health issues.	NA	NA	NA
Alcohol abuse treatment	Not in top 10 needs	The hospital offers the following: - Up to eight AA meetings per week - Emergency Department patients experiencing detox receive care, and the hospital works to provide ongoing care - The hospital Be the Change program provides the community with alcohol misuse information and education	NA	NA	NA
Opioid abuse prevention, intervention, and treatment	Not in top 10 needs	MCH works with the New Hampshire "Hub and Spoke" program, community education is offered through the Be the Change program, and staff members sit on various related advisory board.	NA	NA	NA
Smoking or tobacco prevention and education	Not in top 10 needs	A tobacco specialist is on staff at MCH. Also, as of January 2019, MCH is a smoke-free campus, and provides free education to the community regarding the health detriments of tobacco.  Smoking cessation classes are provided free of charge to all employees and their families.	NA	NA	NA

Implementation Plan / Need Category: Access to Care

Access to Care for High Need Populations Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
Affordable medical care	5	A financial assistance program (FAP) is in place. Additional sliding fee and similar programs are available to households making 400% of the Federal Poverty Level or below.	NA	NA	NA
Affordable Dental services for adults	6	No	No	No	Not within the hospital purview; however, the hospital leases out a unit in the Medical Arts Building for dental services. In addition, the hospital makes referrals, as needed to other local providers.
Services that provide transportation to medical appointments and the pharmacy	10	No	No	No	Not within the hospital purview. However, the hospital works closely with CVTC and provides financial support annually.



Access to Care for High Need Populations Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
Access to pulmonary specialties/all specialty care access	Not in top 10 needs	No	No	No	The Bond Wellness Center offers pulmonary rehabilitation services, and inpatient services provide respiratory therapy. However, the hospital does not have immediate plans to hire a pulmonologist.
Affordable prescription drugs	Not in top 10 needs	The hospital operates a Medication Bridge Program that offers a sliding scale fee structure for qualifying individuals and households.	NA	NA	NA
Availability of affordable healthcare, prescriptions, and services	Not in top 10 needs	Yes, these services are available as described above, and the FAP daytime office hours are available for patients interested in submitting and application.	Evaluate the possibility of expanding the FAP office hours to allow greater access to apply for services.	NA	NA
Availability of specialists and treatments	Not in top 10 needs	The hospital is actively working with GraniteOne Health Partners to recruit more specialists.	NA	NA	NA
Breast care and cancer screening	Not in top 10 needs	The hospital offers breast care services.	NA	NA	NA



Access to Care for High Need Populations Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
Care for heart disease or heart conditions	Not in top 10 needs	The hospital offers the following: - All ambulances are equipped diagnostics equipment that evaluated heart of patients and can, potentially, divert patient directly to the New England Heart Institute - MCH maintains an excellent cardiac rehabilitation program and subsidized other heart care initiatives..	NA	NA	NA
Chronic disease screening	Not in top 10 needs	The hospital offers chronic disease treatment services.	NA	NA	NA
Diabetes care and education	Not in top 10 needs	MCH offers diabetes education, and a diabetes educator goes to each outpatient practice in order to educator providers and diabetes patients.  MCH offers approximately \$50,000 in subsidized care per year.	NA	NA	NA
Diabetes Prevention	Not in top 10 needs	MCH offers diabetes education, and a diabetes educator goes to each outpatient practice in order to educator providers and diabetes patients.  MCH offers approximately \$50,000 in subsidized care per year.	NA	NA	NA
More dentists	Not in top 10 needs	No	No	No	The hospital leases out a unit in the Medical Arts Building. In addition, the hospital makes referrals, as needed to other local providers.

Access to Care for High Need Populations Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
More doctors providing routine medical care (family doctor, pediatrician, primary care)	Not in top 10 needs	MCH recruits physicians on an ongoing basis.	NA	NA	NA
More doctors that provide specialized care for cancer, diabetes, asthma, and other conditions	Not in top 10 needs	The hospital is actively working with GraniteOne Health Partners to recruit more specialists.	NA	NA	NA
Obesity education and care	Not in top 10 needs	MCH provides inpatient and outpatient education regarding healthful eating and nutritional counseling. In addition, free seminars offered to the community on a regular basis.	NA	NA	NA
Urgent care	Not in top 10 needs	Urgent care services are not provided by the hospital, but outpatient offices offer extended hours of operation in order to serve the needs of individuals who may otherwise need urgent care services.	NA	NA	NA

Implementation Plan / Need Category: Care Coordination

Care Coordination Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
Coordination of care for higher-risk patients	7	The MCH and community healthcare providers workgroup meets every other month to discuss coordination of care approaches that would be helpful to at-risk patients.	NA	NA	NA
Coordination of care between provider organizations	8	The MCH and community healthcare providers workgroup meets every other month to discuss coordination of care approaches that would be helpful to at-risk patients.	NA	NA	NA
Communication between community service providers regarding the breadth of services available	Not in top 10 needs	MCH maintains an ongoing Provider Network. Monthly, the group (which includes a breadth of community providers) meets to discuss hospital activities and provides a forum for communication between various community-based providers.	NA	NA	NA

Implementation Plan / Need Category: Special Outreach to Unique Populations

Special Outreach to Unique Populations Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
Other youth-oriented programs (example: wellness, mentoring, lifestyle and goal setting)	9	The hospital participates in youth mentoring programs.	Review the impact and feasibility of expanding mentoring programs.	NA	NA
Affordable Dental services for children	Not in top 10 needs	The hospital provides the Monadnock Healthy Teeth program to school age children.	NA	NA	NA
Exercise programs for adults and seniors	Not in top 10 needs	MCH offers the Exercise is Medicine program where physicians can prescribe exercise to their patients, when appropriate. Patients also work with the EIM coordinator in the Bond Wellness Center on an individualized program to meet their needs.	NA	NA	NA
Exercise programs for children	Not in top 10 needs	No	No	No	Not within the hospital purview
Home health services such as Visiting Nurses or other in-home care	Not in top 10 needs	No	No	No	Not within the hospital purview. However, the hospital work with HCS and other providers for home care services.



Special Outreach to Unique Populations Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
Homeless services (healthcare for the homeless)	Not in top 10 needs	No	No	No	Not within the hospital purview. However, the hospital provides free or reduced cost for homeless individuals, where needed.
Hospice or end-of-life care	Not in top 10 needs	The hospital maintains a hospice room in the Med/Surg unit.			
Migrant health services	Not in top 10 needs	The hospital provides free or reduced cost for migrants, where needed. In addition, translation services are available in the Emergency Department and through the facility.	No	No	
Multi-lingual health services	Not in top 10 needs	The hospital provides translation services are available in the Emergency Department and through the facility.	NA	NA	NA
Senior health services	Not in top 10 needs	The hospital offers a broad array of services to the general community -- of which seniors comprise a major portion.	NA	NA	NA
Women healthcare	Not in top 10 needs	The hospital offers breast care services. In addition, the hospital maintains a robust suite of services designed to address women's health needs.	NA	NA	NA



## Implementation Plan / Need Category: Other Community Based Programs

Other Community Based Programs Needs	Top 10 Need	Ongoing Activity	Add to an Ongoing Activity	Create a New Activity	Rationale for not addressing
Food security	Not in top 10 needs	No	No	No	Not within the hospital purview. However, MCH supports the work of the local food bank, where helpful.
Lack of employer support (causes people to go to work sick)	Not in top 10 needs	No	No	No	Not within the hospital purview
Lack of insurance coverage	Not in top 10 needs	The hospital supplies patient navigators who assist people having insurance-related questions and/or needs.	No	No	
Nutrition education and services	Not in top 10 needs	MCH provides inpatient and outpatient education regarding healthful eating and nutritional counseling. In addition, free seminars offered to the community on a regular basis.	NA	NA	NA
Pain management	Not in top 10 needs	The hospital employs a pain management specialist who offers a broad range of services to meet the diverse needs of community members experiencing pain-related issues.	NA	NA	NA
Preventive health services, such as flu shots, mammograms, and other screenings	Not in top 10 needs	The hospital offers flu shots, mammograms, and other screening to community members. In addition, the hospital provides free flu shots to all MCH employees, volunteers, and their family members.	NA	NA	NA