



Midland Memorial Hospital
Community Health Needs Assessment
Implementation Strategy



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Assessment Implementation Strategy

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As a result of the *Affordable Care Act*, tax-exempt hospitals are required to assess the health needs of their communities. Per IRC section 501(r), a byproduct of the *Affordable Care Act*, these hospitals must conduct a community health needs assessment in order to comply with federal tax-exemption requirements and maintain their tax-exempt status. In addition, each hospital is required to adopt an implementation strategy that describes how the hospital will address each of the needs identified in the community health needs assessment, as well as the needs that will not be addressed by the hospital.

Midland Memorial Hospital (“the Hospital”) engaged **BKD, LLP** to prepare this executive report to document the Hospital’s compliance with the new federal laws outlined above. **BKD, LLP** is one of the largest CPA and advisory firms in the United States, with approximately 2,000 partners and employees in 30 offices. BKD serves more than 900 hospitals and health care systems across the country.

Description of the Hospital

Midland Memorial Hospital (MMH) opened its doors as a community-owned hospital in 1950, and over the last six decades, the hospital has undergone many dramatic changes to meet the needs of this dynamic community. The hospital has continued to grow with the community and has introduced many innovative programs, such as the Heart Institute, state-of-the-art imaging services, a comprehensive surgery program and various rehabilitation services. Today, Midland Memorial Hospital has over 400 licensed beds and over 300 active physicians on staff, representing all major medical specialties. As one of the area’s leading employers, the hospital employs almost 1,600 area residents.

The 87,000-square-foot Nadine and Tom Craddick Medical Office Building is linked to the hospital for easy patient access and is a Class A medical office facility housing a wide spectrum of specialists. The Craddick Medical Office Building is home to the Allison Cancer Center and a full-service medical imaging facility known as Diagnostic Imaging Associates. A separate West Campus offers a wide variety of outpatient services. Midland Health, the umbrella organization containing MMH and an expanding collection of community partnerships, also collaborates with local physicians and United Surgical Partners in an ambulatory surgery facility known as Texas Surgical Center.

On December 19, 2012, the hospital opened its new nine-story Dorothy and Clarence Scharbauer Jr. Patient Tower to further meet the needs of the growing community. This brand-new, state-of-the-art facility was specially and carefully designed over the course of several years to enhance privacy and safety for patients while adding in-room comfort and excellent amenities for families. Funding for the project was provided through the issuance of \$115 million in general obligation bonds, approved by the voters of the Midland County Hospital District in May 2009, and through the remarkable fundraising efforts of the Midland Memorial Foundation. The entire scope of the improvement represents an investment of over \$175 million.

AWARD-WINNING CARE

Midland Memorial has received many repeated awards and acknowledgements, including the American Heart Association’s (AHA) Heart Failure Gold Plus Award, the Center of Distinction Award for our Wound Management Center, as well as a Pathway to Excellence award from the American Nurses Credentialing Center (ANCC). MMH has been certified as a Stroke Center of Excellence by the accrediting body, DNV; a Breast Center of Excellence by the American College of Radiology; and one of only four Certified Quality Breast Centers of Excellence in Texas, as recognized by the National Quality Measures for Breast Centers Program (NQMBC).

II. Executive Summary

The Hospital performed a community health needs assessment from July 2013 through December of 2013 and identified the health needs of the community in its *Community Health Needs Assessment: Executive Summary* (“Executive Summary”). The Executive Summary identifies the health needs of the community served by the Hospital as well as the process used to identify those needs. Through this process, the Hospital has created a prioritized listing of the top ten health needs of the community served by the Hospital.

Prioritization of Community Health Needs

The following health needs were identified based on the information gathered and analyzed through the Community Health Needs Assessment conducted by Midland Memorial Hospital. These needs have been prioritized based on information gathered through the Community Health Needs Assessment.

1. Uninsured / Lack of access to services (cost)
2. Lack of primary care physicians
3. Lack of mental health services
4. Obesity
5. Diabetes
6. Heart Disease
7. Poor nutrition
8. Physical inactivity
9. Lack of health education
10. Lack of specialty health services

III. Implementation Strategy

Implementation Strategy

The Hospital's Governing Bodies and Leadership have determined that the following health needs, as identified in the Hospital's community health needs assessment, should be addressed through the implementation strategy noted for each need:

▲ **Support and promotion of FQHC (Federally Qualified Healthcare Center)**

Specific Health Need Identified In CHNA:

- Uninsured/ lack of access to services (cost), lack of primary care physicians

Implementation Strategy(s):

- Midland Health has created and maintained a Service Agreement with Midland Community Healthcare Services (MCHS) to provide convenient access to fundamental healthcare services in critical access neighborhoods. Midland Health has also begun to ramp up the promotion of these clinics and services and partnered with the clinic staff to do more neighborhood-based education efforts, informing the high risk populations about the ease of access and affordability of these services. MCHS, a federally-qualified health center (FQHC), operates three clinic facilities, providing primary care via pediatricians, family physicians, internists, obstetricians nurse practitioners and physician assistants. Midland Health is actively assisting MCHS in its recruitment efforts, including provision of financial assistance made available through a community partnership with the Midland Development Corporation.

▲ **Wellness, Prevention, and Health Education**

Specific Health Need(s) Identified In CHNA:

- Obesity, poor nutrition, physical inactivity, lack of health education

Implementation Strategy(s):

- Midland Health is increasing collaboration with various city and county departments to work together on increasing community engagement in personal health and wellness and improving health literacy. Action items related to this effort include a citywide health and wellness day event, scheduled to take place on September 19, 2015; neighborhood health fairs throughout the year; and regular community health education provided through publication and distribution of a quarterly health magazine, along with a variety of specific educational offerings throughout the year.

▲ **Wellness, Prevention, and Health Education**

Specific Health Need(s) Identified In CHNA:

- Heart disease

Implementation Strategy(s):

III. Implementation Strategy

- The Midland Memorial Heart Institute has increased its education regarding prevention of heart disease by both creating a more comprehensive post discharge planning program and also increasing community outreach efforts including the creation of a fundraising walk/run. This event will be held in conjunction with the community-wide health day and all proceeds go to support an endowment fund created in memory of a former cardiothoracic surgeon. The fund is used to support public education efforts and buy equipment for cardiac rehab patients to better monitor their recovery.

▲ **Diabetes outreach program**

Specific Health Need Identified In CHNA:

- Diabetes

Implementation Strategy(s):

- Midland Health has developed the Diabetes Nutrition and Learning Center that not only provides inpatient and outpatient support for those currently suffering from, or at risk for diabetes, but is also involved in several community outreach efforts including hosting support groups at the local library and providing free screenings and education at the local health department.

▲ **Primary Care Physician recruitment**

Specific Health Need Identified In CHNA:

- Lack of primary care physicians

Implementation Strategy(s):

- Midland Health has hired a full time physician recruiter who has been working to recruit more primary care physicians according to both short and long-term projected needs in our community. Recruitment efforts are partially supported through a grant from Midland Development Corporation, an economic development entity support by local sales taxes. Midland Health is also pursuing designation of Midland County as a federally-recognized Health Professional Shortage Area (HPSA), which could assist in future recruitment efforts.

▲ **Mental Health System Development**

Specific Health Need Identified In CHNA:

- Lack of mental health services

Implementation Strategy(s):

- Midland Health has recruited a new Child and Adolescent Psychologist and has entered into a contractual agreement to work with her to help provide better and more complete mental health services in our area.

III. Implementation Strategy

- Midland Health will be working with Meadows Mental Health Policy Institute (MMHPI) to assess our local mental health care and delivery systems. We will be working with community leaders in the near future to develop an action plan to address both the intake of mental health patients as well as jail diversion programs for those who have committed minor crimes mainly due to lack of psychiatric assessment and care. Initial efforts will be focused on identification of available resources, assessment of gaps in care, and providing assistance to local agencies with the potential to fill such gaps.

▲ Access to Care, Services, and Programs

Specific Health Need Identified In CHNA:

- Specialty Care

Implementation Strategy(s):

- We have engaged our physician practice affiliates in a collaborative, specialty care recruitment strategy. As part of these plans, we are currently recruiting neurology, surgery, OB/Gyn, ENT, orthopedics and are working with Lubbock's Covenant Children's Hospital to enhance pediatric subspecialty availability via a rotating clinic in Midland.

Community Health Needs Not Addressed

Each of the health needs listed below is important to the community served by the Hospital and is addressed by other programs and initiatives operated by the Hospital, other organizations within Midland Health System, or other community partners of the Hospital. However, the Hospital will not address the following health needs identified in the community health needs assessment as part of this Implementation Strategy due to limited resources and the need to allocate resources to the seven priority health needs identified above.

▲ Preventative Behavioral Health Education and Access to Programs

Specific Health Needs Identified in the community health needs assessment for which the Hospital has not developed an Implementation Strategy:

- Substance Abuse