

# Community Health Needs Assessment

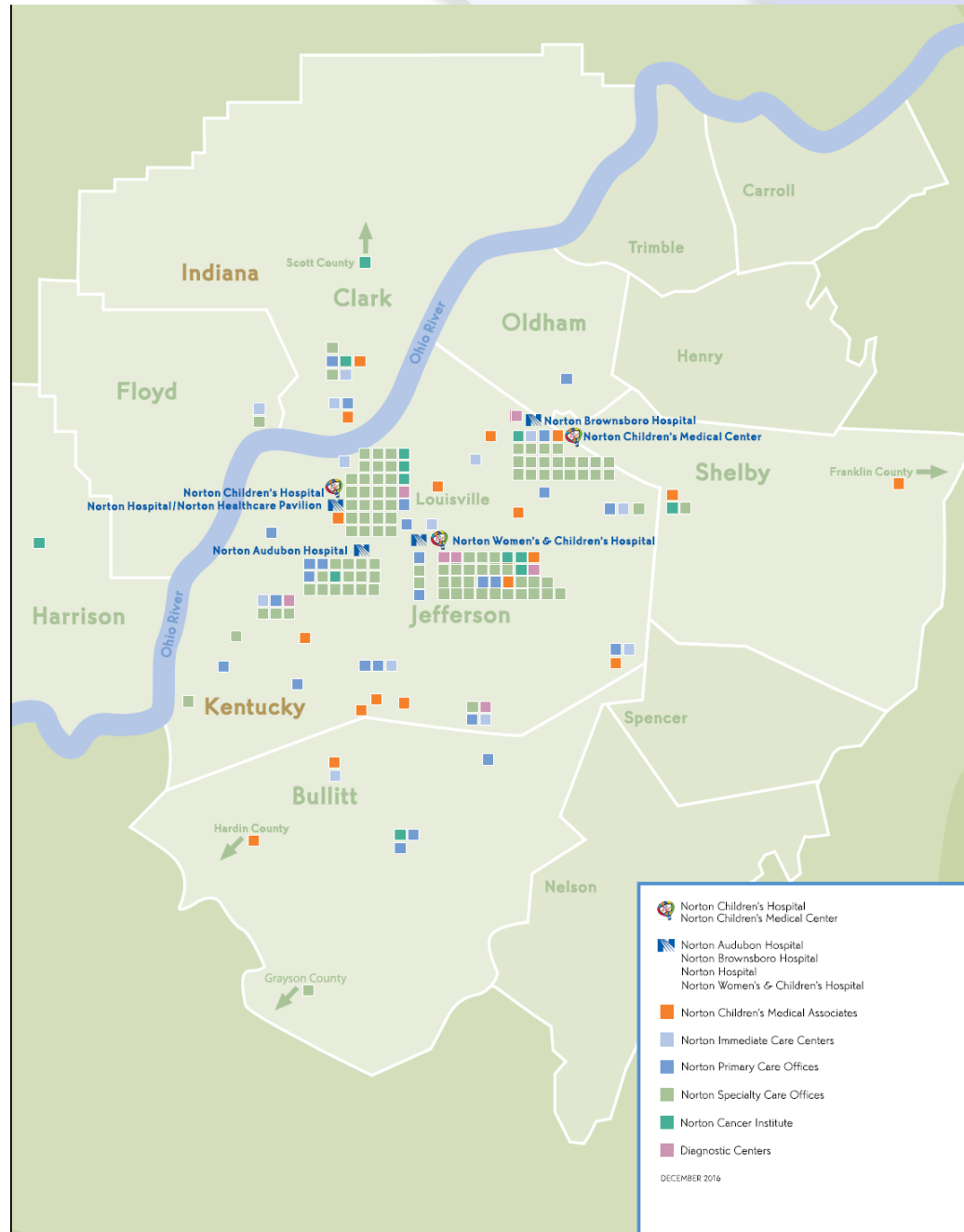
2018 Navigation Summit:  
Nurse, Lay, and Advocate  
*October 4, 2018*



**NORTON**  
HEALTHCARE

# Norton Healthcare Profile

- Volume (2017):
  - 3.0 Million Visits
  - 72,126 Admissions
  - 51.5% Market share\*
- Net Revenue ('17) \$2.2 Billion
- Hospitals: 5 (1,837 licensed beds; staff 1,424 beds)
  - Norton Children's Hospital
  - Norton Hospital
  - Norton Audubon Hospital
  - Norton Brownsboro Hospital
  - Norton Women's and Children's Hospital
- Outpatient Centers: 21
- Employees: 14,000+ (Louisville's 3<sup>rd</sup> largest employer)
- Providers: 2,000+
  - Consolidated Medical Staff
  - 987 Employed/ 250+ Sites



# Community Benefit

- As a Not-For-Profit and a Mission Driven organization, Norton has always tracked, measured and reported Community Benefit
- So what is Community Benefit?
  - Programs or activities (new or existing) that provide treatment or promote health as a response to an identified community need and meet one of the following:
    - Improves access to healthcare services
    - Enhances health in the community
    - Advances medical or healthcare knowledge
    - Supports training and education for health professionals
    - Relieves or reduces the burden of government or other community efforts

# Community Benefit Requirements

## Community Health Needs Assessment (CHNA)

- The Affordable Care Act in 2010 formalized Community Benefit Requirements and the CHNA process
- CHNA process as defined by the ACA:
  - Hospitals are required to conduct a CHNA every 3 years to identify and prioritize community health needs, **and** adopt Community Benefit implementation plans to address the needs identified.
  - Requires the report and implementation plans to be published publicly
- Failure to comply can result in significant financial penalties and can jeopardize our continued tax exempt status

# Norton's Community Health Needs Assessment

*Planning and Reporting*

## Mission

Defines who we are and guides the work that we do.

*Norton Healthcare's purpose is to provide quality healthcare to all those we serve, in a manner that responds to the needs of our communities and honors our faith heritage*

## Vision

Describes the desired "future state" for Norton Healthcare.

*We will be the region's most comprehensive, strongest and preferred healthcare organization, setting the standard for quality and caring*

## Values

At NHC, we will: **Respect** every person; set the standard for **quality and caring**; **continually improve** care and service; demonstrate **stewardship** of resources; accept **accountability** for results; succeed with **integrity**

## Strategic Landscape

What's the current landscape? Internal strengths and service opportunities? Where are gaps?  
What are growth opportunities? What does the community need/want?

## Strategic Plan

What's the next phase or evolution of Norton Healthcare?

## Strategic Plan/ Community Health Needs Assessment

Developed every  
three years

Annual review to  
ensure budgets  
and goals are  
aligned within the  
organization



# Planning Landscape



# So How Does Norton Assess Community Need?

## ✓ Market Research and Analysis

| National                   | State                           | Local                                 | NHC                          |
|----------------------------|---------------------------------|---------------------------------------|------------------------------|
| American Cancer Society    | Kaiser State Health Facts       | County Health Rankings                | NHC hospital utilization     |
| American Heart Association | KY Dept. of Public Health       | Kentucky Youth Advocates              | NHC Professional Utilization |
| America's Health Rankings  | KY Cabinet State Health Data    | Louisville Metro Health Equity Report |                              |
| SG2                        | Foundation for Healthy Kentucky | Greater Louisville Project            |                              |
| Thomson Reuters            | State Health survey reports     |                                       |                              |



# Perceptions of NHC Leadership

- Topic list is generated with Internal workgroups
  - ✓ NHC leaders and NHC Board of Trustees
- Work sessions outlining current state, challenges and opportunities

| COMMUNITY NEEDS                    | Current State  | Norton Opportunities   |
|------------------------------------|--|--|
| Access                             | <ul style="list-style-type: none"> <li>Lack of primary care workforce</li> <li>Inadequate hours of existing providers</li> </ul>   | <ul style="list-style-type: none"> <li>Continued workforce expansion</li> <li>Leverage all locations of service</li> <li>New skill mix models for care</li> <li>Mobile service opportunities</li> <li>Telemedicine strategies</li> </ul>                     |
| Choice                             | <ul style="list-style-type: none"> <li>Consumer shopping</li> <li>Medical decisions based primarily on price</li> </ul>  | <ul style="list-style-type: none"> <li>Define retail service offerings</li> <li>Define retail service model</li> </ul>   |
| Demand for Price Transparency      | <ul style="list-style-type: none"> <li>Challenges for consistent health management with a PCP</li> <li>Consumer desire to minimize out of pocket costs</li> <li>Billing confusion</li> <li>Third party messaging/ public domains</li> </ul>        | <ul style="list-style-type: none"> <li>Consumer pricing tool</li> <li>What services could be modeled?</li> <li>Scripting for support staff</li> </ul>  |
| Health Literacy                    | <ul style="list-style-type: none"> <li>Lack of understanding of insurance requirements may lead to dissatisfaction with provider</li> <li>Confusion of impact of co-morbidities for chronic patients</li> </ul>                                    | <ul style="list-style-type: none"> <li>Education programs around plan choices; copays vs. deductibles</li> <li>Patient support groups – enhance care programs while building loyalty</li> </ul>  |
| Self-service                       | <ul style="list-style-type: none"> <li>Immediate availability of resources may undermine ability to build loyalty</li> <li>Challenge to build relationships through electronic communication mechanisms</li> </ul>                                 | <ul style="list-style-type: none"> <li>Streamline means of communication, appointment scheduling and administration of health care decisions</li> <li>Focus on convenience</li> </ul>  |
| Consumer -centric coordinated care | <ul style="list-style-type: none"> <li>Increasing consumer engagement</li> <li>High deductible plans leading to more fragmentation</li> <li>Generational differences in desired service model</li> <li>Expanded education opportunities</li> </ul> | <ul style="list-style-type: none"> <li>Empowering the patient</li> <li>Integrating the consumer into their care plan</li> <li>Consumer retail environment</li> <li>Alternative care pathways</li> <li>Prevention and wellness based model of care</li> </ul> |

# Community Perceptions

- Multiple methods and sources are used including:
  - ✓ Community Survey
  - ✓ Local Focus Groups
  - ✓ Physician Interviews
  - ✓ Community Leader Interviews
  - ✓ County Health Departments
- **Goal is to ensure respondents mirror our community demographics**

# Community Perceptions

- **Community Survey**

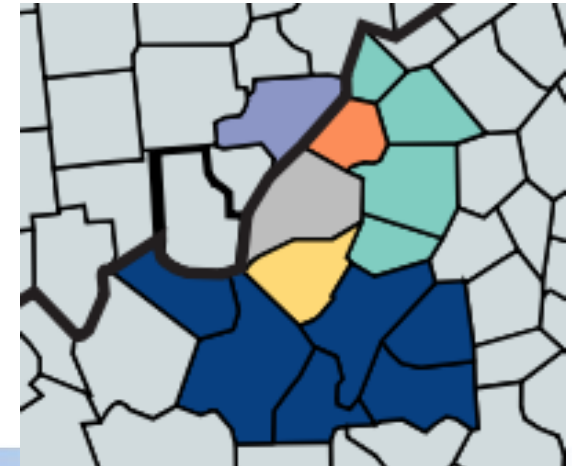
- Collaboration with Louisville Metro Dept. of Public Health and Wellness
- Other healthcare providers in the community
- Social service agencies
- Conducted by an independent third party
- 3500 respondents

- **Focus Groups**

- Supplements our survey process for under-represented groups

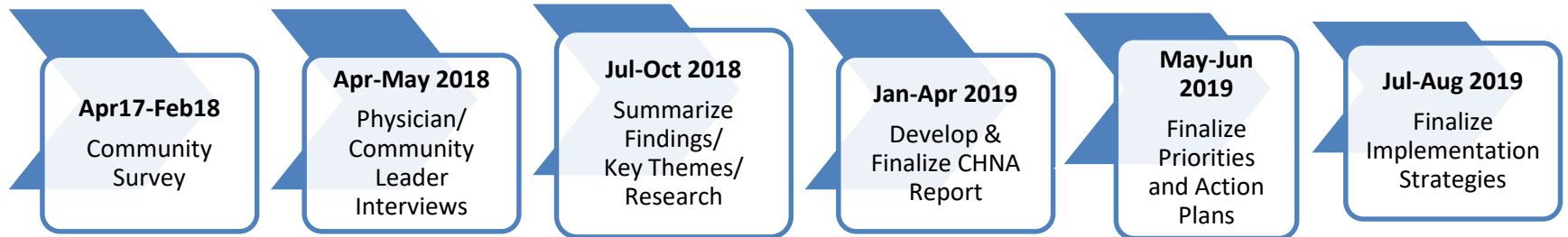
- **Interviews**

- Community leaders and physician workforce
- Health department leaders
  - » Lincoln Trail Health District
  - » Bullitt County Health Department
  - » Oldham County Health Department
  - » Clark County Health Department
  - » North Central Kentucky Health District



# How is Data Used?

- Findings are summarized and discussed with
  - ✓ NHC Leadership
  - ✓ NHC Community Benefit Committee



# CHNA Deliverables

- Final report of Findings is developed
- Key component of the Norton Healthcare Strategic Plan
- Needs evaluated along with Norton capabilities and capacity
- Action items developed
  - ✓ Included in NHC Strategic Plan
- Reports are available on our website along with our Community Benefit reporting

So, what happens outside of the formal planning process?

# Ongoing CHNA Activities

## ➤ CHNA report and implementation

- Norton tracks action items throughout the year, measuring and reporting results

## ➤ Changing market dynamics and needs

- Ongoing needs identified by matrix operating groups, care management teams, providers and care navigators
- Requests submitted to Norton Community Initiatives Fund
  - Available for anyone in the organization



# Organizational Structure

## ➤ **Community Benefit Tracking tool**

- Available online for all Norton employees to track community service activities, submit requests for support and for participation on community boards

## ➤ **Community Initiatives Committee**

- Internal committee responsible for reviewing requests and recommending funding requests

## ➤ **Community Benefit Committee**

- NHC Board committee
- Responsible for providing oversight of Norton CHNA and Community Benefit prioritization and reporting

# Questions?