

2016-2018



Implementation Plan



About the Cover:

[Clockwise, from top left to right]

1. Beebe Healthcare team members in front of Beebe Healthcare's Long Neck Facility, site for the new Advanced Care Clinic.
2. Beebe and Food Bank team members attend our "Kickoff" event in October 2016 for our Mobile Pantry Food Prescription Program.
3. The First Beebe baby of the New Year 2016 is captured here with parents enjoying their stay at the Beebe Women's Health Pavilion.
4. The Cape Wellness Team, from one of Beebe Healthcare's High School-based Wellness Centers, attended the 20th Anniversary celebration event.
5. Beebe Foundation publishes and delivers 100th Anniversary English and Spanish versions of their children's book to local schools, libraries and community organizations.
6. Beebe shows support for "Pinwheels for Prevention Delaware," a program for the prevention of child abuse.
7. Integrative Health Practitioner provides care to individual during his stay at the hospital.

About the Implementation Plan:

This plan was drafted by Catherine Murphy, MSN, RN, Community Health Outreach Coordinator, Rita Karapurkar Williams, MA, CHES, Health Coach, and Megan Williams, DNP, FNP-C, Executive Director of Population Health with the help of many community partners during the fall of 2016.

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ABOUT BEEBE

Beebe Health Care, founded in 1916, is a 210-bed, not-for-profit community hospital located in Lewes, Delaware. Beebe has become the premier healthcare facility in Sussex County, serving a thriving beach and vacation resort area as well as a farming and rural community.

Beebe provides comprehensive inpatient, outpatient, emergency, and home care in medical-surgical, obstetrics, pediatrics, oncology, and critical-care medicine. Beebe Healthcare has grown over the years and has extended its reach across Sussex County. Beebe has multiple locations and offers a variety of services to meet the community's needs; this includes the main hospital in Lewes, the Tunnell Cancer Center, primary care and specialist provider offices, and lab and imaging facilities. Outpatient services include an Outpatient Surgical Center, Diagnostic Imaging Centers, Rehabilitation, Georgetown, Millville, Millsboro and Rehoboth Walk-in Centers, and three High School-Based Health Centers.

In addition, the Beebe Margaret H. Rollins School of Nursing opened a brand new 18,000 square foot building, which opened its doors to nursing students in August of 2015.

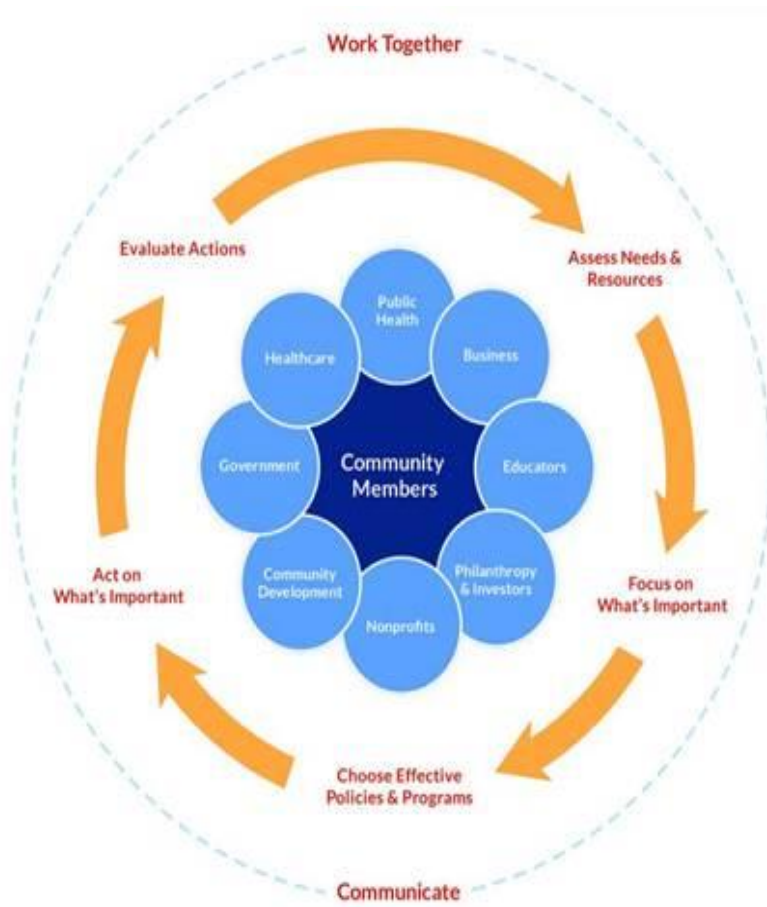
The mission of Beebe Health Care is rooted in three actions: empowering healthy living, preventing illness, and restoring optimal health with the people residing, working, or visiting the communities we serve.

INTRODUCTION

Partnering with the Community

Beebe Healthcare remains an independent non-profit community health system with a vision of making Sussex County one of the healthiest counties in the nation. Beebe recognizes that it cannot achieve this goal solely on its own. This effort is a collaboration between the healthcare system and all of our community partners who work outside of the healthcare sector, to address the needs of Sussex County residents every day.

The Take Action Cycle from Robert Wood Johnson provides a framework for community partners to improve health by following each of the steps. This model was chosen as it depicts the integral role of community partners in a comprehensive and cohesive manner.



Communities can work together to improve health by following the steps around the Take Action Cycle.

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Partnerships like the Healthier Sussex County Task Force initiative, a collaboration between Bayhealth, Beebe Healthcare and Nanticoke Health Services has been created to help coordinate health promotion and education. Furthermore, in order to implement this plan, Beebe Healthcare will continue to establish and deepen collaborative, productive relationships with community partners who have like-minded goals and objectives.

Based on the findings presented in the Community Health Needs Assessment (CHNA) in June 2016, Beebe Healthcare's Population Health Service Line focused efforts in each of the 5 priority areas to determine what activities are currently being implemented to support positive health outcomes. Additionally, Beebe Healthcare has developed this plan that will guide future initiatives, programs and activities to further benefit the community's needs and close the gaps that were identified. In addition, many of the needs will be addressed through the Healthier Sussex Task Force collaborative efforts across the three healthcare systems.

Final Prioritized Needs

The health needs identified through the 2016 Community Health Needs Assessment were prioritized on the basis of multiple dynamics including primary and secondary data, along with current resources, collaborations and feasibility of effective programming. The prioritization was agreed upon by Beebe Healthcare's Population and Community Health Committee and the Healthier Sussex County Task Force.

The three highest ranking needs, in order are:

- (1) Mental Health and Behavioral Health
- (2) Obesity / Nutrition / Chronic Disease
- (3) Cancer / Prevention & Screening

Note: Access and Availability as well as Education and Information have been identified as Priority Areas in the Community Health Needs Assessment. This Implementation Plan integrates and addresses these needs, as relevant, throughout the 3 Priority Areas: Mental and Behavioral Health, Obesity/Nutrition/Chronic Disease, and Cancer/Prevention & Screening.

Next Steps

The implementation strategies and recommendations outlined in this plan will serve as a roadmap for how Beebe healthcare will use its resources and collaboration with strategic partners to address the identified priorities.

The proposed plan of action includes recently implemented as well as future activities, programs and initiatives. Beebe Healthcare will determine the continuation of existing programs based on the assessment and evaluation of program outcomes and participant/patient satisfaction.

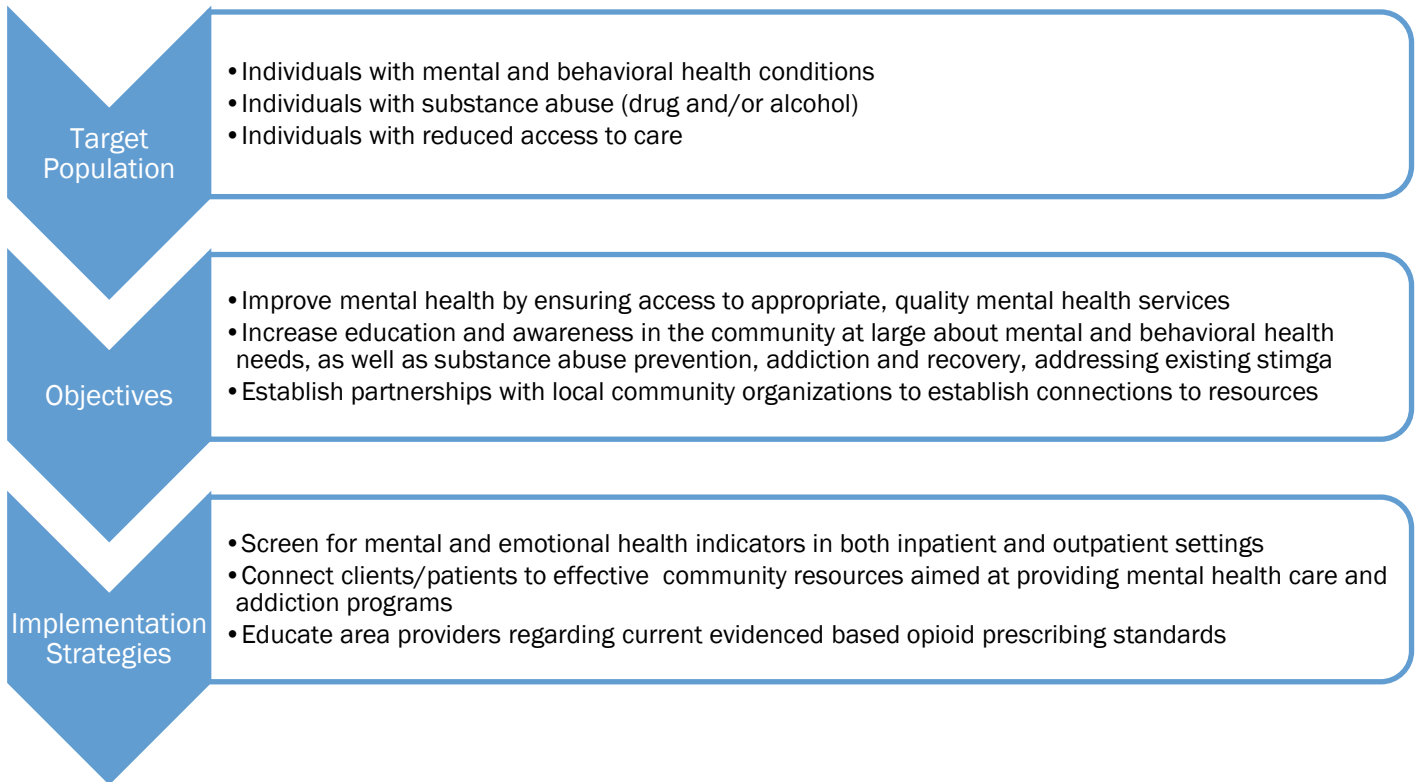
As part of the implementation process, current and future recommended programming will be developed in greater detail and/or refined to further meet our collective measurable objectives, both long- and short-term. Overall, our goal is to strategically utilize resources and implement programs that effectively and efficiently meet the community's needs as prioritized in the Community Health Needs Assessment. Beebe

Healthcare will provide updates yearly summarizing progress towards our collective goals and mission for a healthier Sussex County.

As listed above, Access and Availability as well as Education and Information have been identified as priority areas in the Community Health Needs Assessment. This Implementation Plan integrates and addresses these needs, as relevant, throughout the 3 Priority Areas: Mental and Behavioral Health, Obesity and Nutrition and Cancer and Screening.

Beebe Healthcare has multiple focused efforts to improve and increase access and availability. For example, this includes employing a physician recruiter whose primary responsibility is to help recruit primary care providers and specialists to serve our community; this is especially critical as we are facing a shortage in providers due to a sharp rise in population growth. Additionally, as a community organization, Beebe Healthcare is continuously participating in community events and partnering with community organizations to offer seminars, workshops and activities dedicated to educating and support the community in *living well*.

PRIORITY AREA: MENTAL AND BEHAVIORAL HEALTH



Community connections and collaboration strategies are critical in addressing the gap in mental and behavioral health programs and services. Together, the needs of the community are identified and policies and protocols must be evaluated. This will help to ensure that the programs and services planned, developed and implemented are effective in addressing mental health and substance abuse issues. Our key goals are to:

- Intervene in whatever stage the patient is in and refer them to quality, targeted services available in the community who are equipped and focused on supporting their specific mental health or addiction treatment needs.
- Ensure alignment of clinical providers prescribing behaviors as well as state and federal regulations surrounding pain medication management.
- Evaluate compliance, current interventions and alignment with the Delaware State Health Improvement Plan.
- Assess and address educational deficits.

Mental / Behavioral Health Implementation Plan: Current and Future Programs

Mental and Behavioral Health Nurse Navigation services:

Description: Beebe Healthcare initiated the Mental and Behavioral Health Nurse Navigator role with the hiring of Nataleen Bauer, BSN, RN. Since the initiation of this position, Beebe Healthcare has begun to expand behavioral health services to all patients experiencing any mental health or substance abuse crisis in both the Emergency Department and on our Inpatient Units. The Mental and Behavioral Health Nurse Navigator completes behavioral health screenings and assessments to identify tailored care for each individual. The nurse navigator also collaborates with our Telehealth psychiatrists, the patient, family, and any outpatient providers to develop and implement a plan of care. Through on site nurse navigation services and a partnership with Insight Telepsychiatry, Beebe offers:

- Psychiatric consultations for any patient 24/7 in the Emergency Department and inpatient medical floors
- 24hr detention on adults who meet criteria for further assessment at an inpatient psychiatric facility; nurse navigator is a certified mental health screener for the State of Delaware
- Referrals and transfers to detox, rehab (in and out of state), crisis (Recovery Innovations), inpatient psychiatric facilities, and other behavioral units (i.e. Levindale, John's Hopkins, eating disorder clinics, etc.)
- Outpatient resources for mental health and substance abuse services funded by the state and those that are private entities
- Coordination with outpatient providers when appropriate (ACT teams, private psychiatrists, counselors/therapists, pain management etc.)
- Verification of methadone dosing so patients can continue their treatment in the hospital
- De-escalation, behavioral management, therapeutic support, and crisis intervention, when applicable

Implementation Date: April 2015; Ongoing

Next Steps: Beebe is working to establish in-house partnerships with the Restart Program (Ellendale) and staff from Harrington House. Staff members from these organizations will come to the hospital to provide services for patients with an identified need. Services and partnerships continue to be evaluated in order to further close the large gap in availability and accessibility of mental and behavioral health services.

Telepsychiatry Services- Inpatient/Emergency Department/Ambulatory

Description: In 2014 Beebe Health Care introduced Telepsychiatry services for our patients. With the use of a mobile video camera the Telehealth service can be accessed at any time for professional screening of our patients. The information below details the current services provided at Beebe Healthcare by the InSight Telehealth program and Beebe's plan to further integrate these services into the outpatient

setting. This will enable us to address mental and behavioral health needs in a more comprehensive manner in the near future.

Telepsychiatry for Hospitals: InSight specializes in hospital-based telepsychiatry. InSight's services aim at finding the most appropriate and least restrictive level of care for every consumer presenting in crisis. The goals of InSight's services include:

- Reducing inappropriate commitments
- Reducing unnecessary transfers
- Improving access to timely psychiatric evaluation and care
- Initiating treatment when appropriate
- Collaborating with onsite professionals to facilitate timely disposition

Improve Efficiency and Throughput: InSight's psychiatric providers are available to evaluate any consumer with an on average one-hour response time. In order to access the telepsychiatrists, support staff can call InSight's internal Access Center where a live respondent will gather preliminary demographic information and basic clinical information on the case. The Access Center representative then links your site with the appropriate telepsychiatrists who conducts a direct face-to-face interview with the consumer via real time video link. The provider conducts a mental status exam and then works directly with onsite resources to jointly determine the appropriate disposition for the consumer.

Documentation is promptly returned via secure electronic transmission immediately following each encounter. InSight providers can serve as a consultant to the emergency room physicians or have the ability to prescribe medication directly.

On-demand Telepsychiatry: Insights' on-demand telepsychiatry services providers are available to evaluate consumers within one hour of a request on average. In order to access a telepsychiatrists, partner support staff calls Insights' internal Access Center to give preliminary demographic and clinical information to a live representative. The Access Center representative then links the onsite staff with the appropriate Telepsychiatrists who conducts a face-to-face interview with the consumer via video-conferencing. After the psychiatric exam, the provider collaborates with onsite resources to jointly determine appropriate disposition. By enabling psychiatric evaluations to be done by the highest level of professional available, Insights' services help every consumer receive the least restrictive and most appropriate level of care. Documentation is promptly returned to the hospital via secure electronic transmission immediately following each encounter. InSight crisis providers can serve as a consultant or prescribe medication directly.

Urgent Services: InSight can serve medical or surgical floors as a consultation services to hospitalists or other physicians. Under this model, InSight Telepsychiatrists consult via phone and video with charge nurses, attending physicians, and other staff to provide expertise on the behavioral health concerns of medical patients throughout the hospital. Telepsychiatrists are also available to directly interview and assess consumers via video, much like a traditional STAT psych consult. These encounters typically occur within 4 hours of a request.

Implementation Date: Summer 2014; Ongoing

Next Steps: With the goal of establishing primary care transformation as a key element of Delaware's Health Innovation Plan, Beebe's partnership with the Delaware Center for Health Innovation and the Sussex County Health Coalition will be instrumental in improving the integration of these care services. However, integration of a behavioral health clinician into primary care may not be feasible in some situations due to limitations of resources or geographic locations. In these instances, telehealth may improve access for patients and enable a primary care practice to move forward on the continuum towards integrated care by bringing behavioral health providers into the patient care team and allowing for opportunities for information sharing. In the summer of 2016, the Healthier Sussex County Task Force work groups were launched to build out collaborations to better address mental and behavioral health gaps in the outpatient setting. These work groups will continue to develop the metrics and associated resources to measure, and improve access to mental and behavioral health services, and to directly implement programming within each of the health care systems represented in the task force (*see Community Partners Section on Pages 21-27 for more information about these organizations*).

In the winter of 2016, Beebe Healthcare will launch its first Advanced Care Clinic. The clinic will serve high risk individuals transitioning out of the acute care setting, with special focus on a multidisciplinary approach to care with full integration of mental and behavioral health services.

Neonatal Abstinence Syndrome (NAS) Programming

Description: The number of babies born at Beebe Healthcare with neonatal abstinence syndrome (the term used when a baby is exposed to drugs while in the mother's womb, legal and/or illegal, and born dependent on them), has nearly tripled in the past three years. Babies born dependent on drugs endure the same withdrawal symptoms as adults: sweating, sneezing, restlessness, nausea and diarrhea, and pain.

It can take 10 to 39 days for a baby to clear the drugs from their system. While a baby is recovering from drug dependence, Beebe encourages mothers and fathers to remain involved with their newborn. The hospital has 12 rooms where parents can stay with their child as the baby recovers. Beebe is the only hospital in the state to offer this ongoing support for mom's and babies during the recovery period. Unfortunately, not all parents chose to stay with their babies. In this situation, Beebe nurses provide the comfort and care needed.

In addition, Beebe provides a full time discharge planner who works with the patients served by our Women & Children's Health department. This individual specifically focuses efforts on coaching moms to overcome challenges and take charge of their health and well-being, and in many cases, the well-being of their child (-ren). For long term support, Beebe offers a support group for moms and NAS babies.

Implementation Date: January 2016; Ongoing

Women's Health Nurse Navigation services:

Description: In an effort to further enhance support provided post- hospital discharge, Beebe Healthcare has hired a nurse practitioner to function as a Nurse Navigator for the Women's Health and Orthopedics Service Lines. This provider serves as a liaison between Beebe and the community to help community

members navigate our services. She is available to answer questions and help patients understand what screenings they may need or which physicians they should contact.

Implementation date: August 2016; Ongoing

Next Steps: As part of the programming to address the needs identified in the CHNA, Beebe Healthcare plans to expand the Navigator role. This will directly improve access and availability to healthcare for the patients we serve. In 2017-2018, additional nurse navigators will be hired to support community needs in the areas of Population Health, Oncology and Cardiovascular Disease.

WELLNESS CENTERS PROGRAMMING

High School Wellness Centers:

Description: With the range of physical, psychological, and sociological issues facing adolescents today, students at Cape Henlopen, Sussex Central, and Indian River high schools reap great benefits from on-site Wellness Centers, supported by the Delaware Department of Public Health, Beebe Healthcare, and the Cape Henlopen and Indian River School Districts. Wellness Centers take the longer view, providing free health education, nutritional help, emotional support, and, when appropriate, referrals to students' personal physicians for follow-up care. Staffs at Wellness Centers include nurse practitioners, physician assistants, licensed social workers, athletic trainers, registered dietitians and administrative assistants. Community physicians serve as medical directors. The Centers make sure that busy teens with even busier parents don't experience a healthcare gap.

The Wellness Centers focus on prevention and promoting positive physical and mental health that will carry adolescents through adulthood. Parental consent is a cornerstone of Wellness Center treatment, which is provided free of charge. Parents must grant permission to allow their child to access services. Services the Wellness Centers provide include: routine physical examinations; sports or employment physicals; treatment of minor illness and injury; immunizations; prescriptions for routine medications; family physician follow-up; identification and referral for treatment of high-risk conditions; mental health counseling; educational programs on stress reduction, anger management, nutrition, and more; grief groups; mindfulness; and peer mentoring.

Beebe Wellness Centers also offer Alateen group meeting; these groups are led by a trained facilitator to provide support for teens whose parents are fighting any type of substance abuse addiction(s).

Implementation Date: Fall 1996; Ongoing

Next Steps: Beebe Healthcare will continue to strive to expand the mental and behavioral health services provided via our High School Wellness Center. Upcoming efforts will focus on policy and advocacy at the state level, working to obtain and sustain increased funding to support enhanced services, addressing critical mental and behavioral health needs of teens across our community.

PRIORITY AREA: OBESITY, NUTRITION, AND CHRONIC DISEASE

Target Population

- Individuals in Sussex county who are overweight or obese
- Individuals living with chronic conditions, such as diabetes, heart disease, hypertension, or chronic pain
- Individuals who need additional nutritional support, such as food, education and/or skill-building
- Individuals of specific, underserved populations: low social economic areas, Hispanic and African American ethnicities, 65 yrs old or older

Objectives

- Increase the percentage of Sussex county residents with a healthy weight range
- Increase the percentage of Sussex county residents reporting targeted health behaviors including healthy eating, and an active lifestyle
- Increase education and awareness around targeted health behaviors that positively impact the residents lifestyle choices, improving their overall health and weight

Implementation Strategies

- Refine, build and expand Beebe Programs that target individuals who are overweight/obese or living with chronic health conditions
- Leverage community partnerships for more efficient and effective implementation of programs, improving reach and outcomes
- Integrate education and skills approach to address specific screening results and connect them to resources such as health coaches to implement using a patient-centered lifestyle changes

Chronic Disease / Obesity and Nutrition Implementation Plan: Current and Future Programs

POPULATION HEALTH PROGRAMMING

Community Outreach Program:

Description: The Community Outreach program provides free health screenings and education to the Sussex County community by means of health fairs and through connections with civic organizations and local businesses. We screen for high blood pressure, glucose and cholesterol, and abnormal bone density and body mass index (BMI). This year we have updated our education literature by streamlining the information we provide. We now offer a single simplified page with signs and symptoms in an easy to read format. We have also added the BMI score sheet so clients can see where they trend on the BMI scale. We are providing simple nutritional information from the government's web site "My Plate.org", which offers easy to read information about food choices and portion control. All information is also available in Spanish.

Implementation Date: 1999; Ongoing.

Food Prescription Program:

Description: This year a partnership between the Food Bank of Delaware and Beebe Healthcare was created to provide Food Prescription vouchers to inpatient and outpatient care coordination clients. This program offers a box of shelf stable food at discharge along with four vouchers for clients to pick up

repeat boxes of various food items on a monthly basis. The monthly food items include shelf stable food, fresh fruits and vegetables, as well as proteins donated by the local community and businesses. The clients are also evaluated for food subsidies where applicable through Food Bank programs. The clients are given literature about other community assistance programs they may be able to access for help. This program was designed and initiated to address the food insecurity target populations.

Implementation Date: May 2016; Ongoing.

Next Steps: Opening in the winter of 2016, the Beebe Advanced Care Clinic is aiming to address patients at risk for poor outcomes and elevated levels of utilization due to recent hospital discharge and, or complex chronic conditions. Beebe health care advanced care clinic is a multidiscipline program offering an innovative, cost-effective and comprehensive approach to transitional and complex chronic illness. Utilizing a two prong model of a disease- and social based treatment, Beebe Health care will provide for global management of chronic illness, while focusing effort on maintenance and restoration of function and quality of life. The following services will be offered through the Advanced Care Clinic:

DISCHARGE CARE PROGRAM

The Advanced Care Clinic at Beebe Healthcare's Long Neck (Millsboro) location provides care for patients transitioning out of the Medical Center (inpatient), short-term observation hospital units, and from the emergency department. Clinic medical providers work with patients to provide quick follow-up with a medical team after they leave the hospital. These services aim to connect patients with medical care after their hospital stay and often before they are able to be seen by a primary care provider. Research has shown that clinics such as this one help reduce continued illnesses, prevent patients from being readmitted to the hospital, and improve outcomes.

COMMUNITY RESOURCES COORDINATION

Care coordinators work with your healthcare providers and organizations in the community to help connect our patients with community and social services to improve patient outcomes and quality of life.

BEHAVIORAL HEALTH SERVICES

Hospitalization often causes a tremendous amount of stress for patients and their loved ones. Research shows that our mental health not only influences how we cope with the stress, it can directly affect physiologic outcomes as well. Beebe's Advanced Care Clinic offers a variety of behavioral health services to teach, encourage, coach, and support our patients to make healthy choices, to cope more effectively, and to become an active member of their treatment team.

PALLIATIVE CARE CONSULTATION

Palliative Care is patient and family-centered care that optimizes the quality of life by anticipating, preventing, and treating physical, intellectual, social, emotional, and spiritual needs associated with serious or chronic disease(s). Ambulatory Palliative Care allows patients and families to plan for their future with a team connected to the hospital. The team helps facilitate meetings between the family and medical providers, and works to clarify goals of care for an improved quality of life.

INTEGRATIVE HEALTH PROGRAMMING

Beebe Wellness Program:

Description: Beebe Wellness provides a collection of services including exercise, workshops and mind/body relaxation techniques, and one-on-one coaching that allow you to explore and learn about differing areas of wellness so that individuals can find a path they enjoy and motivates them to make healthy lifestyle changes and maintain them. The goal of Beebe Wellness is to empower individuals with knowledge and skills in multiple dimensions of wellness to help prevent illness and disease, as well as to manage any chronic medical conditions so that they can *live well*. This program has extended services to the general community in order to help individuals make sustainable lifestyle modifications that can help prevent and/or manage chronic conditions. In addition, Beebe Wellness has expanded services to meet the needs of our community.

Implementation Date: February 2016; Ongoing.

Wellness Works Program:

Description: A 4-week seminar covering the basics of health living: healthy eating, exercise and movement, stress management and a plan for living well. This program is led by the Beebe Health Coach and is focused on helping individuals learn about health lifestyle choices, observe current lifestyle, set health goals and make a commitment to take action. This program meets for one hour per week for 4 weeks; individuals are asked to commit to all 4 weeks. Additionally, this program is free of charge and held at the Lewes Public Library.

This program helps individuals to make behavior changes in healthy eating, movement/exercise and stress management/thinking patterns; changing unhealthy habits in a way that is sustainable can help address obesity and prevent/manage chronic conditions through a multi-step approach that begins with education.

Implementation Date: Fall 2015; Ongoing.

Health Coaching Program:

Description: The Beebe health coach works 1:1 or in small groups, partnering with individuals to help them make lifestyle changes. Working together, the health coach and individual (s) work together to create a personalized health plan to help take a person from where he/she currently is to where he/she wants to be with overall health and wellness goals. This may include healthy eating, weight management/weight loss, movement and exercise or stress management. The health coach can also work with individuals to help maximize experience and successful outcomes for other health and wellness programs. Health coaching can be done using a mix of channels, including in person or over the phone. Additionally, the health coach may use email or text to help individuals stay accountable and on track with goals and action steps. The Beebe health coach can work with individuals independently or in collaboration with other health care providers such as the primary care team.

Through health coaching services, Beebe Healthcare is able to support healthy lifestyle behaviors to decrease obesity, to prevent/manage chronic conditions and, overall, to improve quality of life.

Implementation Date: February 2016; Ongoing.

DISEASE MANAGEMENT PROGRAMMING

Diabetes Management & Medical Nutrition Therapy Program:

Description: Since 1998, Beebe Healthcare's Diabetes Management team has provided outpatient diabetes education for the community. This comprehensive program received national recognition by the American Diabetes Association (ADA) for providing education that meets the national standard for diabetes self-management education programs. Education is provided by certified diabetes educators (CDEs) and registered dietitians. Beebe offers programs that can give individuals the tools to help make good decisions, answer questions, and help better understand and manage diabetes. Services offered include: inpatient diabetes education consultations and outpatient individual and group sessions.

The Diabetes Management program has gone through several changes to enhance access to services; this includes most recently relocating to the Beebe Health Campus (at Route 24). Additionally, the Diabetes Education Team is partnering with organizations to deliver education across Sussex County.

Implementation Date: 1998; Ongoing.

Ornish Reversal Program:

Description: Beebe Healthcare is a provider of the Ornish Reversal Program, as part of our Cardiac & Vascular Services and Cardiac Rehab wellness program. The Ornish Reversal Program adds to this spectrum of heart care and allows Beebe to help patients learn how they, themselves, can actively participate in reversing their heart disease. Participants that qualify for the program will attend 18, four-hour sessions at the Rehoboth Beach Health Campus. The program teaches participants to adopt a healthy lifestyle based on the four key elements: a low-fat, whole foods, plant-based diet; at least 30 minutes of exercise each day; a practice of stress management techniques; and active engagement in supportive relationships. This program has been proven to undo heart disease by dealing with the root causes and not just its effects. The combined effect of all four lifestyle elements makes the transformative difference: nutrition, fitness, stress management, and love and support.

The Ornish Reversal Program directly meets the need of helping individuals manage heart disease and participants may also experience the benefit of weight loss through improved nutrition, movement/exercise and stress management.

Implementation Date: October 2015; Ongoing.

PRIORITY AREA: CANCER, PREVENTION & SCREENING

Target Population

- Age 55-77
- Current smoker or former smoker who quit within last 15 years
- Smoked at least 30 pack years (a pack daily for 30 years or the equivalent)
- Has had no CT of the chest in the past 12 months
- Currently asymptomatic for lung cancer

Objectives

- Improve early detection through early detection cancer screening, risk reduction education, and navigation services
- Increase percentage of lung cancer patients identified at stage 1 or below by half

Implementation Strategies

- Provide outreach education and presentations to various community venues including churches, civic associations, schools, community health fairs and events
- Expand low dose CT screenings for lung cancer
- Nurse Navigator will review all screenings and connect clients to specialists and education when necessary

Cancer and Screening Implementation Plan: Current Programs

Tunnell Cancer Center Cancer Screening, Education, and Outreach Program:

Since lung cancer kills more men and women than any other cancer. Screening for early lung cancer offers the greatest opportunity to reduce the lung cancer mortality rate by detecting and treating the disease at the earliest stage. According to the National Lung Screening Trial Research Team, patient mortality was reduced by 20% when using Low-Dose Computed Tomography as a cancer screening tool compared to those screened using Chest X-ray.

Description: Beebe Healthcare's Tunnell Cancer Center launched the Lung Cancer Screening using Low-Dose Computed Tomography (LDCT) in April 2015. From the onset of the program in April 2015 through May 31, 2016, the Cancer Screening Nurse Navigator pre-screened all patients with provider orders for LDCT. Beginning June 1, 2016, physicians assumed the responsibility of screening their patients for appropriateness for screening. Patients must meet the following nationally established criteria:

- Age 55-77
- Current smoker or former smoker who quit within last 15 years
- Smoked at least 30 pack years (a pack daily for 30 years or the equivalent)
- Has had no CT of the chest in the past 12 months
- Currently asymptomatic for lung cancer

Once patients meet criteria and authorizations are obtained, the patient is called to schedule an appointment for screening. Copies of all results are sent to the ordering provider and the Cancer Screening Nurse Navigator, who ensures the ordering provider follows up on every potentially ‘abnormal’ result (Lung Rads 3 or 4, and any “S” results). Additionally, The Nurse Navigator serves as a support to the providers in monitoring compliance with the treatment plan for each patient. Tunnell Cancer Center (TCC) Outreach, Screening and Education Program provide education to community residents about smoking cessation and lung cancer screening. All patient inquiries are directed to their health care provider for a discussion on the risks and benefits of LDCT screening. The cancer screening nurse navigator works with the American Lung Association and the Delaware Quit Line to increase program and service awareness. This initiative directly aligns with the need to identify individuals at risk for lung cancer in its early stage to reduce the lung cancer death rate which was noted to be 54.5% per 100,000 during period 2008-2012 among Sussex County residents.

LDCT Lung Cancer Screenings data:

Year	# of Screenings	Lung Rads	
		Stage	Count
2015	372	Stage I	6
		Stage II	0
		Stage III	0
		Stage IV	2
2016*	660	Stage 1	3
		Stage II	3
		Stage III	0
		Stage IV	*
* 7 cases staging not yet determined			

Implementation Date: April 2015; Ongoing.

Next Steps: The Healthier Sussex Task Force CHNA Workgroup is collaborating to align LDCT in a ll Sussex healthcare systems. The focus is to expand consumer awareness of the service and to educate providers regarding the use of the services. As a central component of the collaboration, we will begin tracking both the number of screenings and the impact on cancer staging in each of our healthcare systems.

SUMMARY

To align Beebe Healthcare with the health needs of our community, a Community Health Needs Assessment was initiated in the summer of 2015 and completed in June 2016. Multiple stakeholders, focus group participants and community members across Sussex County Delaware were surveyed for their views of the health needs of our community. Through a variety of methods, including data from primary and secondary sources, the community was assessed for their greatest health needs, greatest barriers, groups most in need, access to care, preventative care, health issues and habits.

Beebe's Population Health Department staff organized and analyzed the data, and was responsible for collecting current demographic information from the Delaware Population Consortium, U.S. Census Bureau, the Delaware Hospital Association, and the Delaware Health Tracker. Along with this, staff conducted a community assets and resource analysis, which was included in the overall assessment and rationale for prioritized community needs. Analysis of the data led to identification and prioritization of major themes which were recurrent through multiple groups. The plan of action, highlighted here in this Implementation Plan, was developed to strategically utilize our resources and implement programs to better address the community's unmet health needs.

Our vision is for Sussex County to be one of the healthiest counties in the nation. In an effort to optimize the availability of services and resources currently available to residents across Sussex County, the healthcare systems created the Healthier Sussex County Task Force in 2011, led by the three hospitals located in Sussex County: Bayhealth, Beebe Healthcare, and Nanticoke. The Task Force has made tremendous strides in collaboration amongst the three health systems as well as with community partners, such as Sussex County's Federally Qualified Health Center, La Red, Delaware Division of Public Health, Sussex County Health Coalition, The Delaware Center for Health Innovation and Food Bank of Delaware to name a few.

Community partnerships are critical to closing the gaps in the identified priority areas, especially in the areas of mental and behavioral health, where resources are extremely limited. Moving forward with our 2016 Implementation Plan, we chose concepts central to the *Learnings on Governance from Partnerships that Improve Community Health* (2016). Using foundational models such as this, community partnerships can prove to be powerful tools to strategically and effectively expand services and program as well as extend reach to more members of the community.

Beebe Healthcare is committed to having an active presence in community events and activities. And, further, Beebe is committed to building an engaged and healthy community. In order to accomplish this, Beebe will continue to establish partnerships with organizations that are aligned with utilizing the following governing principles:

The 5 P's of Governing Community Partnerships:

- Principles of health gain (increasing the health of the communities).
- Process of stakeholder engagement (getting people engaged).
- Plan that has a dashboard of bold targets (progress and sustainability are dependent on defined, measured and targeted outcomes).
- Partnering with diverse and passionate community organizations.
- Progress reporting to the community via media collaboration and social media.

The implementation strategy serves as a roadmap for how Beebe Healthcare, in collaboration with community partners, will address the health priorities identified in the Community Health Needs Assessment and contribute, along with current programming, to the health of the communities we serve. As detailed in this plan, our focus over the next three years will be on addressing mental behavioral health, obesity and associated chronic disease, and cancer; all in the context of improving education, prevention, access and health outcomes. Together, with our community partners we will operationalize the collaborative mission in a comprehensive manner, focused on directly addressing community needs by applying each organization's skilled expertise and resources to help promote a healthier Sussex County and, ultimately, to support the community in living well.

Community Partners



Healthier Sussex County Task Force

Healthier Sussex County Task Force (HSCTF) was created in the fall of 2011 through community collaboration to make Sussex County Delaware one of the healthiest in the nation by addressing critical health issues. HSCTF was created by the hospital Chief Executive Officers in Sussex County from Bayhealth at Milford Memorial, Beebe Healthcare in Lewes, and Nanticoke Health Services in Seaford. Other members of the Task Force represent each of the hospital organizations and a variety of community partners, such local universities, the Division of Public Health, and La Red, the federally qualified health center serving Sussex County. Three of the key objectives set by the HSCTF are to identify and address health disparities, identify and address health education needs, and to positively impact health behavior.

The needs identified in the Community Health Needs Assessment completed by each of the Sussex healthcare systems serve as the foundation for future initiatives of the Healthier Sussex County Task Force. This task force continues to address pressing issues in Sussex County and will continue to collaborate and build upon existing strategies and interventions such as the low dose CT cancer screening program and Healthy Neighborhood initiative. By utilizing partnerships and building upon existing programs, the task force has the capacity to effectively serve as a platform to impact the needs identified in the 2016 Community Health Needs Assessment.

The Healthier Sussex County Task Force website @ www.healthiersussexcounty.com contains information regarding programming and serves as a link to the many health resources available to help Sussex County residents improve their health.





Delaware Center for Health Innovation (DCHI) is a non-profit corporation organized to develop, facilitate and oversee the implementation of collaborative efforts aimed at transforming the delivery of health care services in the State. DCHI's primary purpose is to drive transformation of Delaware's health system by guiding implementation of the State Health Care Innovation Plan. Our mission is to facilitate forums for stakeholders to come together and to ensure an inclusive and participatory approach to achieving health care transformation. Since July 2014, the Delaware Center for Health Innovation (DCHI) has been convening stakeholders to establish goals for primary care transformation as a key element of Delaware's Health Innovation Plan, contributing to our broader aspirations for improved health, health care quality and experience, and affordability for all Delawareans.

Stakeholders have coalesced around a community-based approach called "Healthy Neighborhoods" (Neighborhoods) as the foundation for our plan. Nationwide experience suggests that significant impact may be made through local health organizations that promote healthy behavior, partner with caregivers, and reinforce local health through involvement of local stakeholders. To meet this challenge, Delaware has created the "Healthy Neighborhoods" program, which offers resources for individual communities to convene forums of community leaders, align on priority health areas of focus, assess existing resources, facilitate targeted interventions, and track performance. Early work has focused on priorities such as transformation of primary care. At this time, efforts are now underway to improve behavioral health care in Delaware, through better integration of these care services. In order to address the twin challenges of pressing behavioral health needs and associated costs to the system, DCHI has developed a strategy to promote integration of behavioral health and primary care across Delaware. Leaders in Delaware's health care community agree that better integration of behavioral health and primary care will improve chronic disease management and be instrumental in achieving the Triple Aim.



ABOUT SCHC: The Sussex County Health Coalition was founded in 2006 in conjunction with Nemours Health and Prevention Services. The Coalition worked to bring the community together around issues concerning our Sussex County children. In recent years, the Coalition's successes have extended from serving the child to the entire family and the community they live in by focusing on the overall goal of a healthier Sussex County.

VISION: We envision a community in which our citizens and institutions (public, private, and not-for-profit) are actively engaged in community health promotion as a shared community good, and working together to create a cultural and physical environment which supports healthy lifestyles for our children and their families.

Collective Impact in Real Time:

Progressing from a position of "Empathy" to one of "Advocacy" is imperative, if all of us are going to create true change in the service field and support the landscape of our community. Advocates play a key role in both small and large scale actions needed to drive meaningful change.

There are three levels of advocacy in our community; we can engage individually, organizationally, or through strategies targeting systems.

- ❖ Individually we can help a friend, family, or neighbor navigate systems of care to gain access to resources or help.
- ❖ You can support organizations locally by engaging others to support their cause, volunteer or fund them.
- ❖ The third is a more collective approach where both individuals and organizations can come together over matters of great importance in our community.

In 2017 the Sussex County Health Coalition (SCHC) will be striving to work with all of you, both individually and organizationally, to increase our advocacy footprint in key areas of need in Sussex County.

We have identified these key areas, as a starting point for our work:

- ✓ Opioid Epidemic/Addiction
- ✓ Mental / Behavioral Health Access
- ✓ Funding for youth Prevention Programming.

SCHC will work alongside key partners, like The Delaware Alliance for Nonprofit Advancement, United Way of Delaware, Healthier Sussex County Task Force and our local legislators, to create a stronger voice for our community.



WHAT WE DO: Our Mission is to provide nutritious foods to Delawareans in need and facilitate long-term solutions to the problems of hunger and poverty through community education and advocacy.

Founded in 1981, the Food Bank of Delaware provides food for the hungry in the entire state of Delaware. We solicit, collect, purchase and store food from farmers, manufacturers, brokers, wholesalers, retailers and others in the food industry and redistribute to nonprofit agencies that provide free food to the hungry.

Through our partnership with Beebe Healthcare the Food Banks Kraft Mobile pantry brings both shelf stable and fresh foods to clients which have been identified as "Food Insecure" upon discharge from the hospital. The client receives 4 vouchers for visits to the mobile food bank. The client is also screened by the food bank employee to evaluate if they are entitled to any further assistance or to connect them to other available services the community has to offer. The SNAP program connected to the Food bank programs also offers the clients the ability to double their food dollars at our local farmers markets such as The Historical Lewes Farmers market. When the clients spend \$20.00 of their EBT/CSFP money at any of the farmers markets merchants they are eligible for tokens worth up to \$20.00 in free local fruits and vegetables. This program is hoped to help insure the clients health and wellbeing through proper nutrition.



La Red Health Center

Our Mission La Red Health Center's Mission is to be a Center of Excellence which provides quality patient centered care to the diverse members of our community

In February, 2001 LRHC was started by a network of physicians in Sussex County to meet the needs of a growing number of locally uninsured individuals. The physicians partnered with a local community hospital, a local community center, a local faith-based organization, and local government to help individuals in Sussex County who faced significant barriers to healthcare. The opening of LRHC represented the culmination of years of needs assessment and collaborative public and private planning.

In April 2003, LRHC became an independent, federally and privately supported ambulatory care center

In 2005, LRHC was awarded FQHC status and federal funding started in 2006.

In 2009, LRHC added mental health services for those over the age of 50.

In 2012, LRHC completed the construction of a new 25,000 Sq. Ft. facility, which included 4,000Sq. Ft. of dental space to expand oral health services.

In 2013, LRHC conducted its first telemedicine consult session with Johns Hopkins University and the NCQA recognized LRHC as a Family Practice Patient-Centered Medical Home

In 2014, LRHC launched its Telepsychiatry program, hired a Pediatrician and expanded Prenatal services

In 2015, LRHC opened a Family Practice Site in Milford.

In 2016, LRHC opened a GYN Site in Seaford.

There are 3 locations available in Georgetown, Seaford and Milford. Services include: Adult and Senior, Behavioral Health, Customized Services for Small Businesses, Oral Health, Patient Enabling, Pediatric and Adolescent, Women's Health, Community Outreach, Medication, Delaware Marketplace, Medicaid Enrollment Assistance, Referrals for WIC, Screening for Life, The Community Healthcare Access program (CHAP), After Hours Coverage and Emergencies, Access to Transportation, Case Management for the Homeless Population, Laboratory Services, Gynecological Care Program. The center accepts: Uninsured, Underinsured, Private Insurance, Medicare, and Medicaid; all income levels accepted. Fees: Sliding scale available. Languages Spoken: English, Spanish.

Beebe Healthcare and La Red work in a cohesive relationship for the greater good of the community. Clients seen in the community setting with no Primary Care Provider or insurance are referred to LRHC for follow up care when appropriate.



Delaware State Service Centers

The Division of State Service Centers administers a statewide network of safe, secure, well-maintained and efficiently operated service centers. These centers 14 in total, serve as multi-service facilities in which various public and private agencies are colocated, with the goal of promoting access to Delaware's health and human service system through Division staff specializing in community resources and providing client support service that promote increased accessibility, enhanced service integration and efficient service monitoring. Annually, more than 600,000 visits are made to state service centers throughout Delaware. Based on demographic analyses and community outreach, each service center provides a mix of services appropriate to the communities which it serves. There are 160 programs and services delivered through state service centers. Beebe is proud to partner with the State Service Centers throughout the year at our Community Health Fair events providing Flu vaccination clinics and a wide variety of health education. When appropriate clients are referred to the Division for education on chronic disease as well as the Delaware Emergency Medical Diabetes Fund which assists people with diabetes by covering the cost of medications and/or diabetes related equipment.



SFL Service Providers:

Screening for Life provides payment for cancer screening tests to qualified Delaware adults. The program is a cooperative effort of the Delaware Division of Public Health and the U.S. Centers for Disease Control and Prevention (CDC). Cancers can be treated more effectively if they are found early, and Screening for Life connects community members with the necessary testing at the recommended times across the lifespan.

Eligible individuals can receive:

- Office visits, Mammograms and clinical breast exams, Pap tests
- Prostate cancer screening tests, Colorectal cancer screening tests, Lung cancer screening tests
- Health education and Help with coordinating associated care

Beebe Health care's nurse navigator utilizes connections with programs such as this to assist our clients in obtaining funding for these very important screening tests.



The Cancer treatment program provides financial help for uninsured patients in Delaware. The cost of treating cancer can be devastating for the uninsured. Delawareans without health insurance often "don't want to know" because they don't believe there is anything they can do if they're diagnosed with cancer. Now, however, eligible Delaware residents can receive free cancer treatment for up to 2 years. Beebe Healthcare patients are connected to multiple service organizations to assist with health care costs through the support of the Nurse Navigator.



Georgetown Psychiatric Hospital Proposed Project

The mission of SUN Behavioral Health is to partner with communities in solving the unmet needs of those suffering from mental illness and addiction disorders

- We do this by establishing and operating healthcare organizations that create a significant positive impact on society
- Through exceptional staff and the finest facilities, we provide personalized treatment, with deep respect and compassion for patients and their families

By collaborating with existing providers in Southern Delaware and Delaware State healthcare constituencies, our vision is to meet the current gap in behavioral healthcare services in Sussex County, offering the highest quality care in the region

The proposed Mental & Behavioral Health Hospital in Georgetown, Delaware had ground breaking ceremonies on November 2, 2016 with a target opening date of May 2018. The hospital will consist of a 90-bed, 2-story, and 93,000 square foot inpatient hospital. It will feature several inpatient units, recreational areas, and an outdoor courtyard and various treatment and support areas. The hospital will be located at the College Park campus in Georgetown, directly across from Delaware Technical Community College on Route 404 and Beebe Healthcare's Georgetown campus.

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