

SWAIN COMMUNITY HOSPITAL

A Duke LifePoint Hospital

This is the facility specific implementation strategy for Swain Community Hospital and addresses the community health needs identified through a collaborative community health needs assessment (CHNA) process conducted with local and regional partners in western North Carolina. This document outlines plans for Swain Community Hospital to support specific community benefit efforts as part of a larger community-wide plan.

OUR COMMUNITY AND KEY PARTNERS

Swain Community Hospital

Swain Community Hospital's health information provided the basis for the geographic focus on the CHNA. The map below (view figure 1) shows where Swain Community Hospital received its patients; most of the hospital's inpatients came from Swain County. Specifically, approximately 199 in-patient experiences were residents whom indicated they resided in Swain County, which is 53% of our patients at Swain Community Hospital. It was reasonable to select the Swain Community Hospital as a primary focus of the CHNA due to half of inpatient activity traffic to the hospital being from Swain County. With that being said, surrounding counties could benefit from efforts to improve health in the county. The service area includes medically underserved, low-income and minority populations who live in the geographic area from which the hospital draws its patients.

Swain Community Hospital Patients – 2018

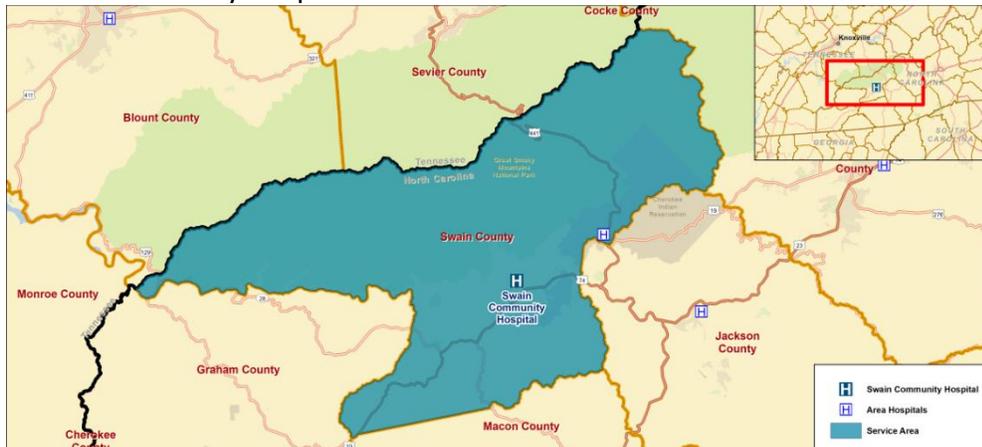


Figure 1: 2018 Planning Service Area Definition. Casemix, 2018.

Community Health Needs Assessment

Process and Product

The Swain Community Hospital community health needs assessment (CHNA) was conducted in partnership with WNC Healthy Impact and the Swain County Health Department. This written report describes

- The community served by the hospital
- Community demographics
- Existing health resources in the community available to respond to needs
- How data was collected in the assessment process
- The priority health needs of the community
- Health needs and issues of uninsured, low-income, and minority groups
- The process for identifying and prioritizing community needs and services to meet the needs
- The process for consulting with persons representing the community's interests

Sharing Results

Detailed findings for our assessment is posted on the Swain Community Hospital website <https://www.myswaincommunity.com/for-patients-and-visitors/community-health-needs-assessment> or the Swain County Health Department website http://www.swaincountync.gov/page_files/health/CHA/2018SwainCHA.pdf as of March of 2019. The CHNA was presented to the Swain Community Hospital Governing Board on June 25th, 2019 for discussion and approval.

Our community health needs assessment process and products were supported collaboratively by **WNC Healthy Impact**, a partnership between hospitals and health departments to improve community health in western North Carolina. This innovative regional effort is coordinated, housed and financially supported by **WNC Health Network**, the alliance of western NC hospitals working together to improve health and healthcare. Learn more at www.WNCHN.org.



PRIORITY HEALTH NEEDS & HOW THEY WERE ESTABLISHED

Prioritization Process

Process & Criteria

During our group process, the following criteria were applied to the issues listed above to select priority health issues of focus for our community over the next three years:

- Criteria 1 – Relevant – How important is this issue? (Urgency to solve problem; community concern; Focus on equity; Linked to other important issues)
- Criteria 2 – Impactful – What will we get out of addressing this issue? (Availability of solutions/proven strategies; Builds on or enhances current work; Significant consequences of not addressing issue now)
- Criteria 3 – Feasible – Can we adequately address this issue? (Availability of resources (staff, community partners, time, money, equipment) to address the issue; Political capacity/will; Community/social acceptability; Appropriate socio-culturally; Can identify easy, short-term wins)

Beginning in August 2018, the Community Wellness Action Team, led by the Swain County Health Department and Swain Community Hospital, spent considerable time reviewing the data to better understand issues affecting a majority of members in the county. Community Leaders were interviewed to gain insight into their main concerns within their scope of practice. Significant health issues in our community were identified by reviewing and discussing comprehensive health data with key stakeholders.

The following criteria to identify significant health issues were utilized:

- Size and severity
- Disparities
- Community concerns
- County data deviates notable from the region, state or benchmark

Including input from the community is a critical element of the community health assessment process. Our county included community input and engagement in several ways:

- Creation of the Community Wellness Action Team, a community committee established by Swain County Health Department and Swain Community Hospital
- Community leaders were involved in key informant interviews gathering primary data in regards to Swain County Health
- Listening sessions were open to all members of the public
 - Swain Community Hospital sponsored a community listening session on opioids

Once two priorities were proposed, the representatives from Swain Community Hospital and Swain County Health Department presented to the following organizations for community input and approval:

- Board of Commissioners

- Bryson City Town Aldermen
- Swain County School Board
- Swain County Schools Health Advisory Committee

Steps of the County process:

1. Primary data was collected, stratified, and distributed to individual counties by WNC Healthy Impact.
2. Swain Health Department CHA facilitator and Swain Community Hospital CHNA facilitator met and carefully sifted through the data provided for Swain County's population. The data indicating significant health implications in relation to morbidity and mortality were highlighted and pulled out to be presented.
3. The highlighted indicators were presented to C-WAT in two separate meetings. The Hanlon method was used to identify overarching topics as well as sub-topics to focus on during implementation. The group was also given a worksheet listing pertinent statistics on each indicator listed above, allowing them to vote on the relevance, impact, and feasibility.
 - a. During the first meeting, the topic of chronic diseases was discussed and voted upon through unanimous voting among the C-WAT group.
 - b. During the second meeting, the topic of substance abuse was discussed and voted upon through unanimous voting among the C-WAT group.
4. The suggested priorities voted on by the C-WAT group were then presented to the County Commissioners, Town of Bryson City Aldermen, and the School Board for community input and approval. These presentations were conducted during their official meeting times while other community members were present, allowing for the input of community members at these events as well.

Identified Priorities

During the above process, the Community Wellness Action Team identified the following health indicators before selecting the final two priorities.

- **Obesity:** A weight that is higher than what is considered healthy for a specific height. 49.7% of the population in Swain County reported being obese, which is an 8% increase since 2015 (WNCHN – WNC Healthy Impact Community Health Survey, 2018).
- **Physical Activity:** Approximately 20.2% surveyed in 2018 reported participating in no physical activity (WNCHN – WNC Healthy Impact Community Health Survey, 2018).
- **Nutrition:** Only 2.1% in 2018 reported consuming the recommended amount of fruits and vegetables per day (WNCHN – WNC Healthy Impact Community Health Survey, 2018).

- **Food Insecurity:** Roughly 30% of citizens in Swain County in the survey indicated having food insecurity in 2018, which is 6% higher than the WNC average and 2% higher than the National average (WNCHN – WNC Healthy Impact Community Health Survey, 2018).
- **Heart Disease:** The leading cause of death in Swain County, in fact, the county leads the region and state in cases of heart disease (WNCHN – WNC Healthy Impact Community Health Survey, 2018).
- **Diabetes:** Cases of diagnosed diabetes has increased by an estimated 13% in three years, resulting in 23% of residents in Swain County who were surveyed being diagnosed with diabetes (WNCHN – WNC Healthy Impact Community Health Survey, 2018).
- **Chronic Obstructive Pulmonary Disease:** Roughly 22% of individuals surveyed in 2018 reported having COPD, which is a marginal increase from 2015 (1%; WNCHN – WNC Healthy Impact Community Health Survey, 2018).
- **Opioids:** 25.7% of residents participating the survey reported using opioids in the previous year with or without a prescription, and approximately 49.4% reported their life being negatively affected by substance abuse (WNCHN – WNC Healthy Impact Community Health Survey, 2018).
- **Tobacco:** E-cigarette usage has increased by 2% since 2015, resulting in 9.2% of the residents surveyed indicating they use an e-cigarette or vape pen (WNCHN – WNC Healthy Impact Community Health Survey, 2018).

The following priority health issues are the final community-wide priorities for our county that were selected through the process described above:

Identified Priorities

1. Chronic Disease as it Relates to Obesity -- Chronic Disease as it relates to obesity with Swain County community members – Chronic disease emerged as a health priority during the 2015 Community Health Assessment, and obesity was identified as a priority in 2011. Progress has occurred in several areas related to chronic disease, however, much improvement is still to be made, based on our overweight/obesity rates, fruit/vegetable consumption rates, and heart disease rates. During the prioritization process, community members voted for the following identified health indicators:
 - a. Obesity
 - b. Heart Disease
 - c. Food Insecurity

C-WAT opted to combine chronic disease and overweight/obesity to form one healthy priority (chronic disease as it relates to obesity) with hopes of addressing all-encompassing aspects of this priority. This health priority is also in line with the NC Healthy People 2020 objectives:

- Increase the percentage of high school students who are neither overweight nor obese (from 72% to 79.2%)
 - Increase the percentage of adults getting the recommended amount of physical activity (from 46.4% to 60.6%)
 - Increase the percentage of adults who consume five or more servings of fruits and vegetables daily (from 20.6% to 29.3%)
1. Substance Abuse -- Substance abuse originally emerged as a health priority during the 2011 CHA process as well. Topics identified during the prioritization process were:
 - a. Tobacco
 - b. Substance abuse targeting youth

For more information about the community health priorities selected for Swain County, read the Priority Issue sections in [the Swain County Community Health Assessment](#).

HOW THIS IMPLEMENTATION STRATEGY WAS DEVELOPED

Engagement in a Community-Wide Plan

As a next step following the development of a community health needs assessment (CHNA), which includes prioritization of health needs, Swain Community Hospital collaborated with Swain County Health Department and other key community stakeholders to develop a written description of the activities that hospital facilities, public health agencies, and other local organizations plan to undertake collectively to address specific health needs in our community. In addition, Swain Community Hospital developed a strategic plan that targets community health, specifically identifying chronic disease as it relates to obesity and substance abuse in the CHNA. The collaborative action planning process will result in the development of an electronic community health improvement plan (e-CHIP) for Swain County, facilitated by Swain County Health Department. Swain Community Hospital will also develop an electronic implementation plan in conjunction with the Health Department demonstrating measurable actions provided in Swain County to make our community healthier.

IMPLEMENTATION STRATEGY DETAILS

Priority Health Issue #1: Chronic Disease as it Relates to Obesity

Description of Community Need

Swain County's leading cause of death, as well as many of the morbidity statistics of concern, are directly related to weight, physical activity, and nutrition. Excess weight increases risk of type 2 diabetes, high blood pressure, heart disease, certain cancers, and stroke.

As poor nutrition and physical inactivity often go hand-in-hand, the outcome of both can be overweight/obesity. The Healthy People 2020 Target for healthy weight (percent of adults with a body mass index between 18.5 and 24.9) is 33.9% or higher. In Swain County, approximately 23.1% of residents reported being at a healthy weight in

comparison to the WNC average of 31.5%, far -- below the Healthy People 2020 Target of 33.9% or higher (WNCHN – WNC Healthy Impact Community Health Survey, 2018; Centers for Disease Control and Prevention, 2013). In conjunction with this data, approximately 75.5% of individuals participating in the survey reported being overweight or obese, indicating an upward climb across the previous six years; and 50% (49.7%) of individuals reported being obese, which is a 12% increase since 2012 (WNCHN – WNC Healthy Impact Community Health Survey, 2018). Only a quarter of county residents indicated they received the recommended amount of daily physical activity, and one third reported being limited in activity due to a physical, mental, or emotional problem (WNCHN – WNC Healthy Impact Community Health Survey, 2018).

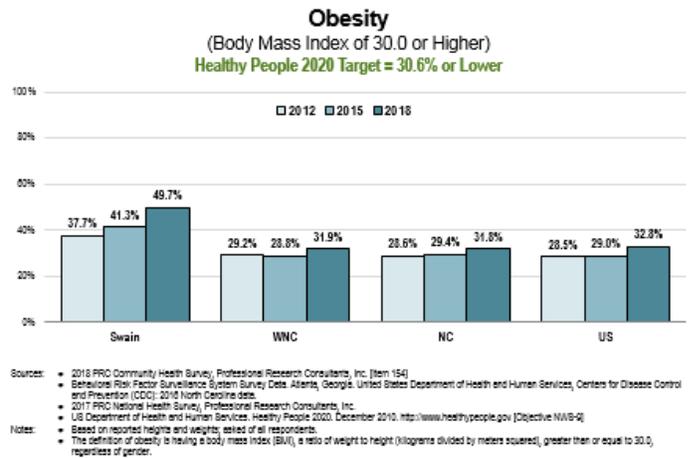


Figure 2: Obesity in Swain. WNCHN – WNC Healthy Impact Community Health Survey (2018).

Desired Community Result

The Community Wellness Action Team met in the spring of 2019 to discuss the health priority chronic disease as it relates to obesity. A whole distance exercise was executed by Swain Community Hospital’s Wellness Manager, to which the action team established their desired result and goal – Swain County will progress towards having the #1 health ranking.

Partner Agencies and Roles

Swain Community Hospital collaborates with Swain County Health Department, Swain County Schools, Chamber of Commerce, Smoky Mountain Railroad and many other key stakeholders in the community.

Related Hospital Strategies

2018 Priority Area 1

Population Level Data:

Only 2% of Swain County residents reported consuming the recommended fruits and vegetables per day and a quarter of the population reported achieving the recommended amount of physical activity. In conjunction, roughly 49% of residents were considered obese when completing the community health survey in 2018. Lack of nutrition, food insecurity, and physical activity are all related to weight status, specifically obesity. Obesity has strong ties to heart disease, cancer, diabetes, and a plethora of other chronic diseases. It is important to address proper nutrition and physical activity to make an impact on chronic disease rates.

Collaborative Efforts:

Swain Community Hospital partners with Swain County Health Department, MountainWise, Swain County Schools, Chamber of Commerce, Rotary, and many other local organizations.

Implementation Strategy

Hospital Strategy	Evaluation/Note
Hospital strategy 1 Swain Summits	Swain Community Hospital split half the cost and resources to design, develop, implement, and maintain Swain Summits, an innovative community-wide wellness program. Swain Summits is an exclusive program available to Swain County residents, one that has never been done before. The program provided two health screenings free to the community and three one-on-one health coaching sessions. The program is on an electronic platform provided by Swain Community Hospital and is based upon health education. The program will be measured by total cholesterol, body composition and a health risk assessment. *Measures found in scorecard
Hospital strategy 2 School Nutrition Policy	A target to help childhood obesity, Swain Community Hospital will collaborate with Swain County Schools and Swain County Health Department to evaluate the nutrition policy and establish a new policy predicated on the premise of reducing sugar in the classroom.
Hospital strategy 3 Lunch and Learns	Swain Community Hospital will sponsor lunch and learns once or twice a quarter in different locations throughout the community in Jackson County. The lunch and learns will have a provider or physician as guest speaker for a key health issue within the community. This strategy is also health education.
Hospital strategy 5 Host community events for surgery related services.	Swain Community Hospital will host community members for health education events led by a physician or PA. These events will be quarterly.
Hospital strategy 6 Produce videos for awareness in connection with health education using social media and websites.	In junction with monthly health alerts and awareness, a video will be paired to provide short informational tactics to make our community healthier.

<p>Hospital strategy 7</p> <p>Community Health Events</p>	<p>The hospital will sponsor the Smoky Streak to Health once every year. It is a free community event, specifically a fun walk, 5K, or 10K, available to all lifestyles, designed to engage all community members regardless of where they are on their health journey.</p>
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Basic Strategy Description

Swain Community Hospital intends to meet the identified health need by targeting the actionable items listed above. In addition to what is listed above, Swain Community Hospital will meet the Chronic Disease as it relates to Obesity priority in the following ways:

- Wellness Manager for Swain Community Hospital will continue to sit on the School Health Advisory Committee for Swain County Public Schools – working on childhood obesity
- Wellness Manager for Swain Community Hospital will continue to provide health education sessions
- Smoky Streak to Health – free community walk, 5K or 10K event
- Chest Pain Re-Accreditation
- Expansion of the Cancer Center and services available
- Cardiac Interventions are now available to patients

Collaborative Strategies:

- Heart Health Fair – donated lunch from Swain Community Hospital
- Community Baby Showers – Harris Women’s available at event

Priority Health Issue #2: Substance Abuse

Description of Community Need

In 2018, more rural community residents were reporting overwhelming concerns about opioid addiction. According to the North Carolina Opioid Dashboard, in the fourth quarter of 2017, 270,000 pills were dispensed in Swain County alone, and by the end of the year 1,125,000 pills were dispensed. As recent as December 2018, the number of EMS naloxone administrations was as high as 17, and this is not including any administrations outside of Swain County Emergency Management Services. At the end of the third quarter in 2017, five individuals died from an unintentional opioid incident, further, data, showed that approximately 40% of drug related deaths involved fentanyl. Less than ten individuals were brought into the Swain Community Hospital’s Emergency Department for an overdose diagnosis.

Desired Community Result

The Coalition for a Safe and Drug Free Swain County met over several months to discuss the ultimate goal needed to reduce substance abuse within the county. The members of the coalition discussed and voted on the following result – All residents in Swain County are free of substance misuse.

Partner Agencies and Roles

Swain County's collaborative process is supported by WNC Healthy Impact, which works at the regional level. Locally, our process is supported by the Community Wellness Action Team, the Coalition for a Safe and Drug Free Swain County, and the Swain County Health Department.

Partnerships with the implementation plan will include key stakeholders within the community such as Western Carolina University, Southwestern Community College, MountainWise, Swain County Schools, Marianna Black Library, and the Great Smokies Health Foundation.

Related Hospital Strategies

2018 Priority Area 2

Population Level Data:

With e-cigarettes on the market, the use of e-cigarettes has increased by 2% in three years, becoming a 9.2% of individuals surveyed.

Opioids are prescribed by physicians as pain relievers and can be extremely addictive. 25.7% of individuals in the survey reported using opioids in the past year with or without a prescription, and approximately 49.4% reported that their life had been negatively affected by substance abuse.

Collaborative Efforts:

Collaborative efforts will include MountainWise, Swain County Health Department, Coalition for a Safe and Drug Free Swain County, and Swain County Public School Systems.

Swain Community Hospital will take on a supportive role in all matters Substance Abuse, aiding the community meet this priority by way of supportive action.

Implementation Strategy Update

Hospital Strategy	Evaluation/Note
Hospital strategy 1 Swain Community Hospital Tobacco Policy	Wellness Manager will evaluate hospital tobacco policy and signage, aiming to reduce cigarette butts on hospital campus and be a pillar example within the community.
Hospital strategy 2 Bryson City Tobacco Policy	A collaboration and partnership to establish restrictions on tobacco free spaces, reducing environmental hazards associated with the use of cigarettes, e-cigarettes, vaping, and smokeless tobacco.
Hospital strategy 3 WNC Harm Reduction Alliance	Continuing to be actively involved with the alliance, meeting with group members every quarter to progressively work toward placing a mental health liaison in every health department.

Hospital strategy 4 Swain Pain Clinic	Continuing to increase volume at the pain clinic to reduce opioids being used and finding alternate avenues for pain management.
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Basic Strategy Description

Swain Community Hospital intends to meet the identified health need by targeting the actionable items listed above. In addition to what is listed above, Swain Community Hospital will be meeting the Substance Abuse priority in the following ways:

- Wellness Manager for Swain Community Hospital will continue to sit on the School Health Advisory Committee for Swain County Public Schools – working on e-cigarettes and vaping in the schools
 - Working with schools to coordinate Regional Tobacco Manager available for presentations
- Expansion of the Cancer Center and services available
- Wellness Manager for Harris Regional Hospital will continue to lead the Community Health sub-committee from WNC Harm Reduction Alliance
- Partnership with RezHope in community health endeavors featuring podcasts
- Para medicine program launching in 2019

NEXT STEPS

As part of the community health improvement process, Swain Community Hospital will continue to work with community partners in the development, implementation, and monitoring of our collaborative community health implementation plan that includes some of the hospital strategies outlined in this document. The implementation plan will be reviewed annually by the Swain Community Hospital Board of Trustees to assess progress on key community indicators, and updates will be made publically on the Community Health Report scorecard. Swain Community Hospital will design, publish, and maintain an electronic health report to indicate progress being made on community health priorities through strategies presented in the above document. All outcomes will be measurable and updated regularly. The scorecard will be active and available on our hospital website. The next community health needs assessment (CHNA) will be conducted in 2021.

APPROVAL

Wellness Manager presented the CHNA document and data for approval on June 25th, 2019. The CHNA document for Swain Community Hospital was verbally approved to proceed to the Implementation Phase. The above document is the result and plan to address indicated health priorities within Swain County. This implementation report was prepared for the November 12, 2019, Swain Community Hospital Board of Trustees, and is approved as signed below by the Board of Trustees Chair and Hospital CEO.

Dave Thomas, MD
Board of Trustees Chair

Steve Heatherly
CEO, Harris Regional Hospital

11/12/2019