



# Implementation Strategy 2017–2019

Community Health Needs Assessment



**Wentworth-Douglass  
Hospital**

# **Wentworth-Douglass Hospital CHNA Implementation Strategy**

Adopted by the Wentworth-Douglass Hospital Board of Directors on: October 3, 2016

This document describes how Wentworth-Douglass Hospital (the hospital) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital in 2016. See the CHNA report at [[www.wdhospital.com/wdh/about-wdh/giving-back](http://www.wdhospital.com/wdh/about-wdh/giving-back)]. The implementation strategy describes how the hospital plans to address significant community health needs in calendar years 2017 through 2019.

The 2016 CHNA report and this implementation strategy were undertaken by the hospital to assess and address significant community health needs, and in accordance with Internal Revenue Service (IRS) regulations in Section 501(r) of the Internal Revenue Code.

This implementation strategy addresses the significant community health needs described in the CHNA report. It identifies significant needs the hospital plans to address through various strategic initiatives and articulates why the hospital does not plan to address other needs identified in that report.

Wentworth-Douglass Hospital reserves the right to amend this implementation strategy as circumstances warrant. Certain community health needs may become more pronounced during the next three years and merit enhancements to the described strategic initiatives. Alternatively, other organizations may decide to increase resources devoted to addressing one or more of the significant community health needs, and as a result the hospital may amend its strategies and focus on other identified needs.

The document contains the following information:

1. About Wentworth-Douglass Hospital
2. Definition of the Community Served
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Needs Wentworth-Douglass Hospital Will Not Address
6. Implementation Strategy Adoption

## 1. About Wentworth-Douglass Hospital

Wentworth-Douglass Hospital is an affiliate of Wentworth-Douglass Health System - a nationally recognized, not-for-profit charitable health care organization located in the Seacoast community of Dover, New Hampshire, with a 110-year history of compassionate care and innovation.

Serving its communities since 1906, it is a family of 250 providers and over 2,300 employees and volunteers dedicated to the health, safety and well-being of residents and visitors to the Seacoast area of New Hampshire and Southern Maine. Wentworth-Douglass Health System is comprised of a 178-licensed bed hospital, several walk-in immediate care facilities, multiple testing centers, 26 provider practices at Wentworth Health Partners, The Works Family Health and Fitness Center, and the Wentworth-Douglass Foundation, providing philanthropic support for care and services in the community.

Wentworth-Douglass Hospital offers advanced technologies including the latest in minimally invasive surgery, including the daVinci® surgical robot, and the conforMIS knee replacement. The Seacoast Cancer Center offers comprehensive cancer care for the area, providing medical oncology, immunotherapy and radiation oncology treatment. Clinical affiliation with Massachusetts General Hospital for stroke, trauma, gynecologic oncology and thoracic surgery provides access to specialized care close to home. The Children's Hospital at Dartmouth (CHaD) affiliation provides pediatric subspecialists onsite in Dover for pediatric cardiology, endocrinology, gastroenterology, and more. The Hospital also is certified as a Level III Adult and Pediatric Trauma center. The organization's statement of mission and vision is included below.

### ***Mission***

We partner with individuals and families to attain their highest level of health.

### ***Vision***

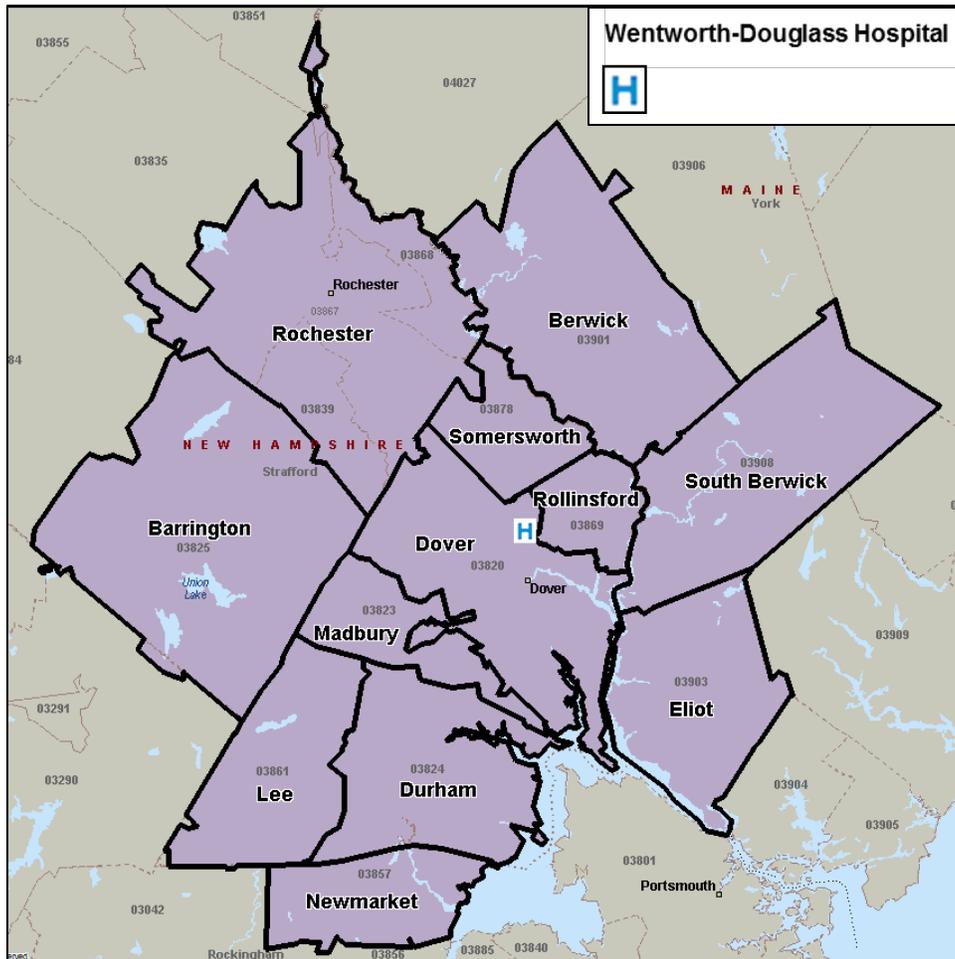
Wentworth-Douglass Health System will be the regional hub for health care services on the Seacoast of New Hampshire and York County, Maine. We will be recognized for the breadth of clinical services provided, the quality of clinical outcomes, and the value of health care services delivered.

Additional information about Wentworth-Douglass Hospital and its services is available <https://www.wdhospital.com/wdh>.

## 2. Definition of the Community Served

For the purposes of Wentworth-Douglass Hospital CHNA, the community was defined as 14 ZIP Codes representing twelve towns across Rockingham and Strafford counties in New Hampshire and York County in Maine. The twelve towns are Dover (NH), Somersworth (NH), Barrington (NH), Berwick (ME), South Berwick (ME), Durham (NH), Rollinsford (NH), Lee (NH), Madbury (NH), Rochester (NH), Newmarket (NH), and Eliot (ME).

The community is mapped below. In 2015, over 72 percent of the hospital's inpatient discharges and over 78 percent of the hospital's emergency department visits originated from this area.



In 2015, the community was estimated to have a population of approximately 136,000 persons.

### **3. Summary of Significant Community Health Needs**

Wentworth-Douglass Hospital's 2016 CHNA identified a number of significant health needs in the community. The CHNA process considered and assessed a wide range of primary and secondary data sources including structured interviews with persons who represent the broad interests of the community and those with expertise in public health, and assessments and studies prepared by other organizations. The CHNA report identified ten health needs as significant in the community, as described below.

#### **Significant Community Health Needs Identified in the 2016 CHNA**

- Affordability of Care and Insurance Barriers
- Community Health Education
- Dental Health and Access to Dental Care
- General Healthcare and Access to Primary Care Services
- Mental Health and Access to Mental Health Services
- Needs of the Aging Population
- Obesity, Nutrition, and Physical Activity
- Poverty and Lack of Economic Opportunity
- Substance Misuse and Access to Substance Misuse Treatment Services
- Transportation

#### 4. Implementation Strategy to Address Significant Health Needs

This implementation strategy describes how Wentworth-Douglass Hospital plans to address the significant community health needs identified in the 2016 CHNA. The hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for Wentworth-Douglass Hospital to address:

- The extent to which the hospital has resources and competencies to address the need;
- The impact that the hospital could have on the need (i.e., the number of lives the hospital can impact);
- The frequency with which stakeholders identified the need as a significant priority; and
- The extent of community support for the hospital to address the issue and potential for partnerships to address the issue.

By applying these criteria, the hospital determined that it will address the significant health needs identified by Y (for Yes) in the table that follows. Issues identified by N (for No) represent issues that the hospital does not plan to address during the 2017-2019 time period.

Significant Community Health Needs Identified in the 2016 CHNA	Intend to Address (Y/ N)
Affordability of Care and Insurance Barriers	Y
Community Health Education	Y
Dental Health and Access to Dental Care	Y
General Healthcare and Access to Primary Care Services	Y
Mental Health and Access to Mental Health Services	Y
Needs of the Aging Population	Y
Obesity, Nutrition, and Physical Activity	Y
Poverty and Lack of Economic Opportunity	N
Substance Misuse and Access to Substance Misuse Treatment Services	Y
Transportation	Y

Wentworth-Douglass Hospital has a proud tradition of serving our community and providing significant resources towards community benefit activities. Over the next three years, the hospital plans to continue this commitment as we strive to better serve our community. For each significant health need that the hospital intends to address, the following strategy describes:

- Actions Wentworth-Douglass Hospital intends to take, including programs and resources it plans to commit;
- Anticipated impact of these actions and a plan to evaluate that impact; and
- Planned collaborations between the hospital and other organizations.

### **Affordability of Care and Insurance Barriers**

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Continue to provide financial assistance to individuals and families receiving services from Wentworth-Douglass Hospital and other providers within the Wentworth-Douglass Health System
2. Continue to provide Marketplace and Medicaid enrollment assistance and develop additional educational resources to increase awareness of this program
3. Develop and implement educational offerings related to general insurance literacy, Medicare enrollment, and financial resource availability

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Alltran (previously Financial Health, LLC)
- Other community organizations to help increase awareness of program initiatives

Anticipated Impacts: The anticipated impact of these initiatives is the increased utilization of services from individuals receiving financial assistance. Marketplace enrollment assistance will allow more individuals to access health coverage, and increasing awareness of financial assistance resources will help community members to better access existing programs and services.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2019.

### **Community Health Education**

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Enhance utilization of training programs at the Wentworth-Douglass Simulation Center to enhance health care delivery of providers and increase health knowledge of community members
2. Standardize and increase availability of evidence-based educational resources for select health conditions to ensure that individuals are receiving consistent health information from Wentworth-Douglass Hospital and all providers within the Wentworth-Douglass Health System
3. Develop a resource guide for staff and community members to improve health literacy and increase knowledge of existing community resources
4. Offer regular community educational programs (at least 6 per year)
5. Evaluate opportunities to redesign the community education services provided by the hospital

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- The Works Family Health & Fitness Center
- Wentworth Health Partners
- Other community organizations to help increase awareness of program initiatives

Anticipated Impacts: These initiatives are expected to increase the availability and quality of health education for patients, providers, and community members. The public use of the Simulation Center for community members is also expected to benefit members of Emergency Services, post-acute care facilities, school nurses, new graduate nursing students, and families who may deal with emergency health situations.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2019.

### **Dental Health and Access to Dental Care**

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Continue to support the Wentworth Community Dental Center
2. Evaluate the current scope of services at the Dental Center and identify opportunities for service expansion
3. Evaluate the need (and if appropriate, the feasibility) of contracting with an oral surgeon

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Wentworth Community Dental Center

Anticipated Impacts: The Wentworth Community Dental Center, supported by the hospital, treats approximately 3,000 patients per year and improves access to dental care for community members who may not otherwise be able to afford care.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2019.

### **General Healthcare and Access to Primary Care Services**

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Maintain current service offerings for timely access to primary care services, including Prompt Care walk-in services
2. Continue recruitment efforts to maintain access to primary and specialty care providers
3. Provide additional education to patients and community members regarding various access alternatives to the emergency room for timely care (Prompt Care, Express Care, etc.)
4. Continue to expand the Patient Centered Medical Home model to provide additional care team support, such as care management

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Wentworth Health Partners

Anticipated Impacts: Wentworth-Douglass Hospital and its affiliated physician practices (Wentworth Health Partners) will continue initiatives to improve access to care. Wentworth Health Partners currently serves a panel of over 45,000 patients, and leadership will continue to recruit top quality providers and care team members to maintain and expand the current level of access and reduce wait times.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2019.

### **Mental Health and Access to Mental Health Services**

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Continue to provide and expand behavioral health services throughout the Wentworth-Douglass Health System

2. Continue to explore community partnerships to improve access to mental health services locally, including participation in the community-based 1115 Transformation Waiver<sup>1</sup>, designed to improve access to mental health and substance abuse treatment services
3. Evaluate the current scope of services provided by Great Bay Mental Health and increase counseling resources as appropriate
4. Evaluate opportunities to provide caregiver or patient support services
5. Develop and implement educational programming for staff and providers to improve understanding of behavioral health needs and available resources

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Community Partners
- Goodwin Community Health
- Wentworth Health Partners
- Organizations participating in the 1115 Transformation Waiver

Anticipated Impacts: Expanding behavioral health services and participating in collaborative community efforts to address behavioral health needs will allow Wentworth-Douglass Hospital to increase access to additional patients per year and will allow for more comprehensive care delivery and provider education.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2019.

### **Needs of the Aging Population**

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Continue to provide and expand Supportive & Palliative Care services
2. Explore community partnership opportunities to increase access to long term care and hospice care
3. Evaluate the feasibility of creating a paramedicine program pilot project
4. Develop and implement an educational plan to improve provider and community awareness of palliative care services and advanced care planning

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Local hospice organizations

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<sup>1</sup> The Section 1115(a) Medicaid Waiver for New Hampshire, known as the “Building Capacity for Transformation” waiver is provided by the Centers for Medicare and Medicaid Services. The purpose of this funding is to transform New Hampshire’s behavioral health care delivery system to improve access to mental health and substance misuse treatment services and slow long-term growth in health care costs. Wentworth-Douglass Hospital is one of many community organizations joining forces across the state to participate in this care redesign program.

- Wentworth Health Partners
- Other community organizations to help increase awareness of program initiatives

Anticipated Impacts: The hospital's service area population is expected to age rapidly over the next five years. The proposed initiatives would improve access to necessary care services and the paramedicine program would not only improve the quality of care for the pilot population, but would also decrease the transportation barrier for elderly and chronically ill patients in the pilot. Expanding the Supportive and Palliative Care program at Wentworth-Douglass Hospital would allow the hospital to treat additional patients and more effectively improve quality of life for patients with severe illness or those approaching the end of life.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2019.

### **Obesity, Nutrition and Physical Activity**

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Explore opportunities to enhance nutrition, physical activity, and weight management service offerings via community partnerships
2. Explore opportunities to develop a targeted nutrition, physical activity, and weight management program for children and/or youth

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- The Works Family Health & Fitness Center
- Wentworth Health Partners
- Other community organizations to help increase awareness of program initiatives

Anticipated Impacts: Improving nutrition and physical activity and reducing obesity will improve the health and wellbeing of patients and community members.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2019.

### **Substance Misuse and Access to Substance Misuse Treatment Services**

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Continue to provide behavioral health services (including substance misuse counseling) through Wentworth Health Partners' integrated behavioral health practice and Great Bay Mental Health

2. Continue participation in the community-based 1115 Transformation Waiver, designed to improve access to mental health and substance abuse treatment services
3. Continue to explore community partnerships to treat and prevent substance misuse and increase access to licensed drug and alcohol counselors and specialists in addiction medicine
4. Continue to support community substance misuse prevention programs, such as Dover Youth to Youth
5. Explore opportunities to expand outpatient substance misuse treatment and recovery options within the community
6. Develop and implement educational programming for staff and providers to improve understanding of substance misuse and available resources

**Planned Collaborations:** In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Community Partners
- Dover Youth to Youth
- Goodwin Community Health
- Local Emergency Medical Services
- Local law enforcement agencies
- ONEVOICE for Strafford County
- SOS Recovery
- Southeastern Services
- Organizations participating in the 1115 Transformation Waiver

**Anticipated Impacts:** Similar to the anticipated impacts listed above for Mental Health, expanding behavioral health services and participating in collaborative community efforts to address behavioral health needs specific to substance misuse will allow Wentworth-Douglass Hospital to increase access to additional patients and will allow for more comprehensive care delivery and provider education.

**Evaluation Plan:** Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2019.

## **Transportation**

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Continue to provide Care Van services for Wentworth-Douglass Hospital patients
2. Continue to support local transportation programs, such as the Hand in Hand collaboration with the Dover Housing Authority
3. Evaluate the current Care Van program to identify possible opportunities to increase efficiency and availability of services
4. Explore opportunities and legal options to expand Care Van services for visits to one or more Wentworth Health Partners physician practice(s)

**Planned Collaborations:** In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Wentworth Health Partners

**Anticipated Impacts:** By closely evaluating the current Care Van program and exploring opportunities to expand services, Wentworth-Douglass Hospital hopes to increase the number of patients who are able to benefit from this program. Demand for the Care Van service has increased over the last several years, and the service now provides over 15,000 patient trips per year and traveled over 126,000 miles in 2015 alone. Expanding this program to provide limited service for primary care visits would improve access to primary care services for Wentworth Health Partners patients.

**Evaluation Plan:** Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2019.

## **5. Needs Wentworth-Douglass Hospital Will Not Address**

No entity can address all of the health needs present in its community. Wentworth-Douglass Hospital is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits. This implementation strategy does not include specific plans to address the following health priorities that were identified in the 2016 Community Health Needs Assessment:

**Poverty and Lack of Economic Opportunity:** Wentworth-Douglass Hospital does not anticipate implementing additional initiatives to address this need. The hospital provided over \$22 million in charity care and community assistance in 2015, and is committed to continuing to provide charity care services, as well as financial assistance for patients under 250% of the federal poverty level. While the hospital and its affiliated entities operate as one of the largest employers in the region, this problem is beyond the scope of the hospital and it will require a broader community effort to effectively resolve this issue. Due to resource constraints and the availability of other resources in the community, the hospital believes its implementation strategy should focus on other significant community health needs.

## **6. Implementation Strategy Adoption**

The Board of Directors for Wentworth-Douglass Hospital reviewed and adopted this plan at its October 3, 2016 board meeting.