



Implementation Strategy for Tax Years 2020 thru 2022

I. Organization Mission

Phoebe Worth's mission is to deliver the best possible care and exceed the expectations of all we serve.

The pairing of our Mission with the purpose of the Community Health Needs Assessment allows us to measure and ensure we are meeting the expectations of our community, who we serve each and every day. The results of the Community Health Needs Assessment provide strategic insight for resource development, clinical development, and hospital networking and collaboration.

II. Community Served

Worth County is Phoebe Worth's primary service area. There are approximately 20,300 residents of Worth County with a racial mix of 70% white and 28% African American. Population projections for Worth County show minor overall population growth, with ages 65+ having the greatest growth rate. The average hourly wage for Worth County is \$17.88, which is low compared to surrounding cities and Georgia. Based on a 40 hour work week, Worth County's average annual wages are equal to \$37,180, which is down from 2012 data reported at \$38,800. The Federal Poverty Line for a family of 4 in 2018 was \$25,100. Recent survey data provided 36.1% of Worth County African American residents are living in poverty.

III. Implementation Strategy Process

The Implementation Strategy of Phoebe Worth reflects our plans to respond to the community's identified health needs as well as pairing our plans with current community benefit activities and our overall operating strategies. The Strategy is a compilation of input and feedback from our Community Leaders and Providers with knowledge of population health issues, Phoebe Worth Management Team, Phoebe Worth Executive Team and our Phoebe Worth Board of Directors. On October 24, 2019, the Phoebe Worth Board of Directors reviewed and approved the Implementation Strategy.

IV. Prioritized List of Significant Health Needs Identified in CHNA

Phoebe Worth, through representation from members of the Priority and Selection Committee, reviewed and discussed various quantitative and qualitative factors of community felt health priorities. The top priorities identified through our community engagement process and reviewed by the

Priority and Selection Committee were:

- Transportation
- Specialty Care Physicians
- Mental Health Services
- Women's Services
- Cancer
- Poor Nutrition
- Homelessness
- Drugs and Substance Abuse
- Child and Adult Obesity
- Asthma and COPD
- Diabetes
- Low Birth Weight Infants

Each priority was discussed and the committee used the Catholic Health Associations Selection Criteria Filter to identify the most significant community health needs facing Worth County. Once the discussion was complete, three priorities emerged from the original list as the most significant needs:

1. Increase access to care for screening and specialty care related to Women's Services
2. Increase community awareness of Mental Health Resources
3. Diabetes and Chronic Disease Management

V. Significant Health Needs to be Addressed

Phoebe Worth has developed Implementation Strategies to address the three priorities which represented the most significant health needs as identified by our community's engagement. Our strategies are based on input from our community and build upon our existing community benefit activities and operating strategies. Over the next three years, Phoebe Worth will be engaging in activities as outlined below to address the three priorities:

1. Increase access to care for screening and specialty care related to Women's Services – Recent studies and data reveal a significant unmet health need relating to Women's services. During the process of conducting the CHNA, our community previewed data related to Worth County's % of low and very low birth weight infants as well as discussed the total absence of Obstetrics/Gynecology providers from our county. Data further revealed the mammography screening rate of Medicare eligible women and how our county ranked in the 2nd worst quartile. Overall, after discussing various factors such as these, our community and selection process narrowed down our need to address access to care for Women's Services.

Phoebe Worth wants to serve its community's stated needs and we have resources that we can explore to help us offer services to provide access to Women's Services. Phoebe Worth will work to identify potential partners we can collaborate with to assist increasing access to care for Women's services. Currently we're

exploring the offering of a space lease agreement, whereby we provide conveniently located space to Albany based Gynecologist providers to offer weekly/biweekly clinic hours. We believe by addressing the absence of access to local providers first will set the pace for identifying/defining additional Women's Health service access issues.

2. Increase community awareness of Mental Health Resources – Based on community input from Phoebe Worth's last CHNA, Mental Health Services was a significant unmet health need in Worth County. In order to address the health need, Phoebe Worth worked to establish a relationship with ASPIRE behavioral health whereby Phoebe Worth provides space to ASPIRE counselors to treat Worth county residents in need. ASPIRE is a non-profit organization providing behavioral health, addictive disease, and developmental disability services to citizens across our region. Their services range from children to adult services and they offer a variety of treatment programs. Currently, Phoebe Worth provides Aspire space to provide services 5 to 6 days a month. This has increased access but based on input received through the CHNA, we need to increase awareness of the resources we've worked to implement.

In order to address the need of increased community awareness, Phoebe Worth will work with ASPIRE to coordinate marketing efforts to inform our community of ASPIRE's onsite presence. We'll coordinate annual local physician office visits, where we, along with ASPIRE, will provide information about current services and how to access them. We'll also collaborate with ASPIRE and other local organizations, such as NAMI, to push information/statistics out to our community during Mental Health Awareness Month. Behavioral/Mental Health Awareness in general is lacking and the more information we can push into our community will hopefully reduce the stigma associated with these types of illnesses.

3. Diabetes and Chronic Disease Management – Health indicators tracked and released by the Health Communities Institute indicate Worth County's population suffers from diabetes at a much higher rate than State and National rates. Following diabetes are several other chronic diseases that are ranked comparatively higher as well, such as Obesity, Asthma, and COPD. These health diagnoses affect so many members of our community.

In order to address our populations' health needs regarding these chronic diseases:

- Phoebe Worth will continue to make annual contributions to the Worth County Health Department for the operations of their Stroke and Heart Attack Prevention Program (SHAPP) and Diabetes Program. Annually, Phoebe Worth contributes \$45,619 to the Health Department to help them operate

programs which educate, screen and treat low-income individuals and assist them with their health supplies and medications.

- Phoebe Worth will work to expand its relationship with the Worth County Village Community Garden. The Community Garden effort is a bright spot for our community but has future plans to expand the types of offerings they provide the community. Currently the garden provides access to fresh and free produce. In the future, the garden would like to provide cooking demonstrations on how to prepare healthy meals and Phoebe Worth has in the past donated funds to assist the gardens in the building of an outdoor kitchen. Going forward, we will work to assist the garden in completing the outdoor kitchen and will offer nutritional collaboration on preparing for cooking demonstrations. Phoebe Worth will also assist the Garden’s developer with developing a Farm-acy. The developer has a vision of adding signage to his garden elements that connect the produce with the health/wellness benefits each offers.

VI. Significant Health Needs Not Addressed

Based on community input and finalization of top priorities, there were priorities that were not chosen to be addressed at this time. For various reasons, such as resource constraints, alignment of the needs with our organization’s strategies, and the roles of other community agencies in our community, Phoebe Worth resolved to focusing efforts and resources to responding to the needs outlined above. To summarize why Phoebe Worth is not at this time addressing the other needs, we utilized the Catholic Health Association’s Recommendation Selection Filters to select and prioritize the community needs. Below are the needs not addressed, how we associated the needs to the selection filters, and comments supporting the selection filter.

Reason for Not Selecting Community Need		
Priority	Filter Number	Comment
Transportation	7	Medicaid Transportation is available.
Cancer	7	Phoebe Putney Memorial Hospital offers oncology clinic and chemo services in Worth County.
Specialty Care Physicians	4	Phoebe Worth is actively seeking collaboration within its Health System to expand specialty care services in Worth County.
Homelessness	7	Other county agencies working to address
Drugs and Substance Abuse	4,8	Other healthcare sources available in county.

CATHOLIC HEALTH ASSOCIATION RECOMMENDATION SELECTION FILTERS
(1) Magnitude. The magnitude of the problem including the number of people impacted by the problem.
(2) Severity. The severity of the problem includes the risk of morbidity and mortality associated with the problem.
(3) Historical Trends.
(4) Alignment of the problem with the organization’s strengths and priorities.
(5) Impact of the Problem on Vulnerable Populations.
(6) Importance of the problem to the community.
(7) Existing Resources Addressing the Problem.
(8) Relationship of the Problem to other Community Issues.
(9) Feasibility of change, availability of tested approaches.
(10) Value of Immediate Intervention vs. any delay, especially for long-term or complex threats.