

IMPLEMENTATION PLAN 2019-2021



Population Health Service Line

About the Cover:

1. Food Prescription Program Beebe Team Members with Volunteers from Epworth Church and Jewish Seaside Community who make ALL deliveries to our homebound participants.
2. Bridget Buckaloo, Executive Director of Women's and Children's Services, educating the community.
3. Beebe Healthcare's Welcome Banner at our Annual Frankford Fair.
4. Beebe Team Members hosting a resource table at our annual health fair.

About the Implementation Plan:

This plan was drafted by Kim Blanch, RN, Community Services Manager in Population Health with the assistance of numerous fellow team members, in particular: Ngozi Azuogu, RN, MSN, Data Activation Specialist; Shawna Mayles & Kelly Palekar, Behavioral Health Nurse Navigators; Judith Ramirez, Ed D, Population Health Oncology Manager, Carrie Snyder, MSN, APRN, FNP-BC, Beebe Nurse Navigator, Rehana Rizvi, M.B.B.S, MPH and valued community partners throughout the summer and fall of 2019.

Table of Contents

About Beebe.....	Page 3
Partnering with the Community.....	Page 4
Introduction.....	Page 5
Final Identified Needs.....	Page 6
Behavioral and Mental Health.....	Page 8
Obesity, Nutrition and Chronic Disease.....	Page 16
Cancer/Prevention & Screening.....	Page 26
Summary.....	Page 31
Community Partners.....	Page 33
References.....	Page 40

About Beebe

Beebe Healthcare, founded in 1916, is a not-for-profit community health system located in Lewes, Delaware. Beebe has become the premier healthcare facility in Sussex County, having recently been awarded an 'A' in the fall 2019 Leapfrog Hospital Safety Grade, a national distinction recognizing the organization's achievements in protecting patients from harm and providing safer healthcare. This quality approach to care is a top priority for Beebe in its service to the community; be it our fellow year-round residents, our farming and rural neighbors, those choosing Sussex County as their retirement destination or those who travel to our thriving coastal vacation area.

Beebe provides comprehensive inpatient, outpatient, emergency, as well as home care in the arenas of 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 Wellness Centers.

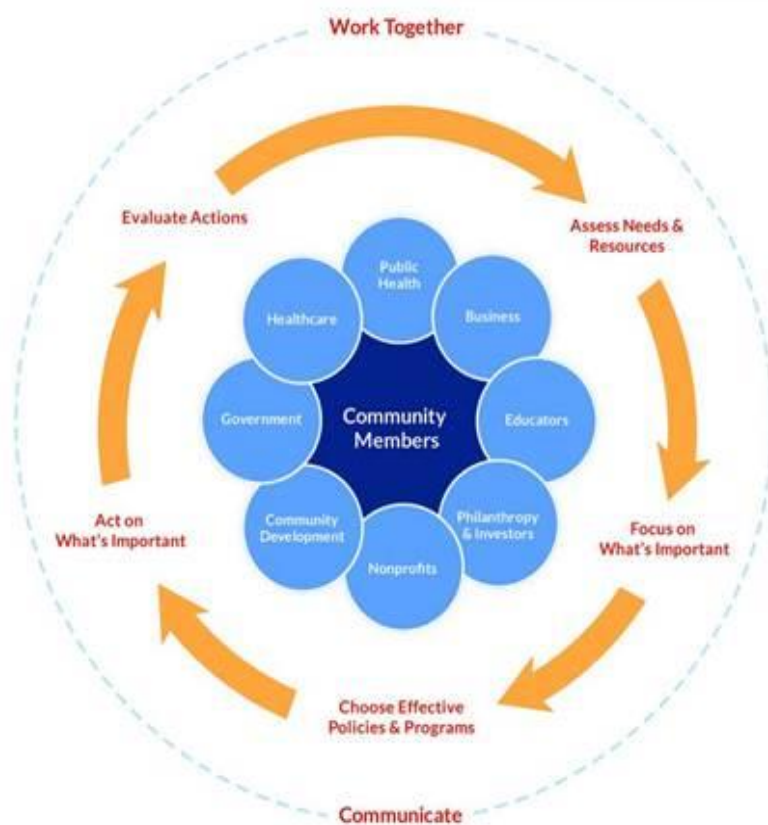
Beebe Healthcare is currently expanding to improve healthcare access in Sussex County with its South Coastal Emergency Department and Cancer Center in addition to a Specialty Surgical Hospital at its Rehoboth Campus and expansion of its Center for Heart and Vascular Services at the Margaret H. Rollins Lewes Campus.

The mission of Beebe Healthcare 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.

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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Introduction

Developing partnerships from many sectors of our community foster opportunities to create alignment, eliminate duplicity and encourage joint ownership of population health issues. Through these partnerships we are better positioned to identify interventions for individuals and organizations alike to respond to the problematic issues identified. Additionally, education of our shared community members can be exponentially supported and implemented in key geographic areas, allowing for broader access as well as pointed interventions.

In 2011, Beebe reached out to create a new Task Force, led by the three hospitals in Sussex County. The Healthier Sussex County Task Force, a collaboration between Bayhealth, Beebe Healthcare and Nanticoke Health Services was established to develop a plan to address health disparities in our shared county. The Task Force continues to exist to this day and is reorganizing its efforts at present with the intention to align efforts for collective impact in addressing selected needs and barriers identified in our 2019 Community Health Needs Assessment.

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 June 2019 Community Health Needs Assessment (CHNA), Beebe Healthcare's Population Health Service Line identified the top three areas of greatest need as well as barriers to care that include both provider access and medical costs. In addition, focused discussions have taken place at both county and state levels that highlight how social determinants impact health outcomes. The result of which has fostered further examination of a collective effort to address certain components through alignment of resources. Such strategies are still very much in the developmental phase but warranted an acknowledgement in this context.

Additionally, Beebe Healthcare develops this plan to guide future initiatives, programs and activities with the aim to provide further support and care around the community's needs and close the identified gaps.

Final Prioritized Needs

The health needs identified through the 2019 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 Community Health Workgroup and the Healthier Sussex County Task Force.

The three highest ranking needs, in order are:

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

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 collaborate 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 measureable 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.

Lack of access to care and risks resulting from Social Determinants of Health have also been identified as areas of broad impact on health outcomes for those living in Sussex County through findings in the Community Health Needs Assessment and secondary data sources. This Implementation Plan integrates and addresses these needs, as relevant, throughout the 3 Priority Areas: Behavioral and Mental Health, Obesity and Nutrition with a focus on Chronic Disease and Cancer, Screening and Prevention.

Beebe Healthcare has multiple focused efforts to improve and increase access and availability of healthcare, education and healthcare providers. 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 continue to face a shortage in providers due to an ongoing and notable rise in population growth in our county. As a community-based healthcare system, Beebe Healthcare engages a third-party consulting firm every three years to effectively assess provider need in our primary and secondary service areas. Based on population data, it is noted that we have a deficit both in primary and specialty care with greatest needs being Medical Cardiology, Psychiatry and Physical Medicine & Rehab. In Surgical Subspecialties, the greatest areas of need are General Orthopedic Surgery, Ophthalmology and Otolaryngology. As a Health Professional Shortage Area, Beebe Healthcare also engages with the J-1 Board Administration as a component of their recruitment strategies.

Focused actions are taking place in certain service lines within our organization regarding Social Determinants of Health and addressing patients' needs in areas such as food insecurity, transportation, health insurance, interpretive services and support groups. At present, processes vary between departments, however discussions are evolving and with a patient-centered culture being at the forefront of our strategic plan, there is an ongoing effort to align assessments and coalesce resources to optimally address and mitigate the social determinants we are currently equipped to address through our partnerships and as a community-based, not-for-profit healthcare system.

Additionally, as a community organization, Beebe Healthcare is continuously participating in community events and partnering with community organizations to offer no-cost seminars, workshops and activities dedicated to educating and support the community along the continuum of care. Empowerment and education are integral components in the promotion of self-advocacy and self-care. These offerings create opportunities for our residents to engage in knowledge-building and skill-building experiences that teach ways to better self-manage their conditions and improve their health outcomes.

Priority Area: Behavioral Health and Mental Health

Target Population

- Individuals with behavioral and mental health conditions
- Individuals with substance abuse disorder (drug and/or alcohol)
- Individuals with co-occurring conditions
- Individuals with reduced access to care

Objectives

- Improve behavioral and mental health by ensuring access to appropriate, quality behavioral and mental health services
- Increase education and awareness in the community at large about mental and behavioral health needs, as well as substance abuse prevention, addiction and recovery, addressing existing stigma
- Establish more partnerships with local community organizations to augment connections to resources

Implementation Strategies

- Screen for behavioral, mental and emotional health indicators in both inpatient and outpatient settings
- Connect clients/patients to effective community resources aimed at providing mental Healthcare and substance abuse treatment programs and/or facilities
- Support education of area providers regarding current evidence-based opioid prescribing standards

New and ongoing community connections and collaborative strategies are critical in addressing the gap in behavioral and mental 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 substance abuse and mental health issues. Our key goals continue as such:

- Identify patients more quickly by implementing expanded screening methods in the inpatient, outpatient and emergency department environments.
- 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 substance use disorder treatment needs and mental health 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 Behavioral Health Consortium's three year action plan as well as 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 in 2016. In the last two years, Beebe Healthcare has expanded its Mental and Behavioral Health Nurse Navigator Team to four full-time and three per-diem staff members. This has allowed for greater capacity to offer behavioral health services 24 hours a day to all patients experiencing any mental health or substance abuse crisis in both the Emergency Department and our Inpatient Units. The Mental and Behavioral Health Nurse Navigator completes behavioral health and mental health screenings as well as 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: 2016; Expansion 2018/2019; Ongoing

Next Steps:

- Beebe is in process of implementing the certified recovery peer program through the START initiative in the Emergency Department. These peers help people with OUD identify and engage in care and address other challenges that may affect their recovery, such as housing and employment. In addition to the peer program, upon referral Recovery Innovations team members will come to the hospital to provide services for patients with an identified need and continue to support those individuals as they transition back to their residence in the

community. 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.

- Recent initiation of the Behavioral Health inpatient Behavioral Emergency Response Team (BERT) for patients in or exhibiting potential for crisis. An alert to this team can be activated by any staff member when need is identified and will also be activated through the Broset Violence Checklist score via our nursing EMR workflow. This checklist is in process of being implemented across the inpatient and Emergency Department setting with the requirement that it be completed during each shift.
- Depression Screening was very recently added to the Emergency Department and Inpatient nursing workflow. Scores indicating risk of or presence of depressive symptoms can initiate a consult with the Mental and Behavioral Health Nurse Navigator.
- At present, preliminary discussions are taking place regarding implementation of a medication-assisted treatment initiation program within the Emergency Department setting. Acute Healthcare facilities, hospitals, freestanding emergency departments, and emergency medical service providers are eligible to apply to be designated by the Division of Substance Abuse and Mental Health (DSAMH) as a stabilization center that can provide care for patients experiencing an overdose, initiate MAT and refer stabilized patients to other services.
- Through House Bill 440, Delaware's Overdose System of Care, focus is on coordination of care and multidisciplinary involvement from pre-hospital transport through acute-care discharge as well as prevention, resulting in improved communication and collaboration among stakeholders, better patient experience and improved outcomes.

Telepsychiatry Services- Inpatient/Emergency Department/Ambulatory

Description: In 2014 Beebe Healthcare 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:

- Due to the current limitations regarding Mental Health and Behavioral Health resources, integration of a behavioral health clinician into primary care may not be feasible. In such circumstances, 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. Such solutions are in a reconsideration phase at present.
- Beebe Healthcare launched its first Advanced Care Clinic in 2016. The clinic serves high risk individuals transitioning out of the acute care setting, including patients who are either without a

primary care provider or are unable to schedule with their provider within a reasonable post-discharge timeframe. The clinic offers a multidisciplinary approach to care with full integration of mental and behavioral health services. These services are ongoing and have expanded to include outpatient Palliative Care consults.

- Since the previous implementation plan was published, Beebe Healthcare's Medical Staff and Emergency Department Staff have received education through the Division of Professional Regulation based on CDC and State of Delaware restrictions regarding opioid prescribing practices for both acute and chronic pain management. The successive changes evident in state opioid prescription volumes indicate a dramatic reduction in both arenas. In addition, the ability of the State and payers alike to access the prescription monitoring system allows for ongoing review of prescribers' practices and capacity to alert and re-educate providers exceeding expected volumes.
- Community-based trainings are being offered in partnership with the Mental Health First Aid USA program to create awareness and provide lay person education around identifying and resourcing individuals who may be demonstrating signs and symptoms of a mental health concern.
- Ongoing organization of community-based events to create awareness, offer partner resources and programs in addition to reducing the stigma around substance use disorder. Beebe Healthcare has sponsored annual Beebe Goes Purple events since 2018 and participated in Sussex County Health Coalition's Delaware Goes Purple campaign that aims to educate communities on prevention, treatment and support related to substance use disorder. Planning for 2020's events is in process.
- Beebe Healthcare's Population Health department has partnered with Delaware Technical Community College annually since 2018 in creating an event focused on providing resources and offering wellness-based services to Veterans, active military and their family members. The event aims to raise awareness around post-traumatic stress disorder and its associated symptoms as well as providing opportunities for attendees to connect to eligible programs and services. Beebe Healthcare recently entered as a partner in the Veterans' Continued Care in the Community program that enables Veterans in Sussex County to seek Specialty Care and Diagnostics services in our healthcare system utilizing their VA benefits.
- Beebe Healthcare representatives from various departments are collaborating with Health Management Associates, a partner in the Lieutenant Governor's three year Behavioral Health Consortium action plan, to support and participate as members of the Community Emergency Response Team (CERT) in Sussex County. This strategy is aimed at increasing and organizing communications throughout the community and multiple sectors in a systematic way to disseminate real time updates on contaminated supplies of illicit drugs. This CERT strategy also involves establishment of specific locations designed to coordinate localized efforts aimed at improving emergency response time to support local authorities in managing overdose spikes.
- Pre-hospital agencies have been adopting and implementing Critical Incident Stress Management (CISM) training for staff members to help mitigate and respond to the normal emotional and psychological effects experienced by other team members following stressful responses and critical incidents. Code Lavender is a crisis intervention tool used to support individuals in the hospital and emergency department settings when a stressful event or series of stressful events occur that threaten unit stability, personal emotional equilibrium or professional functioning.

Using evidence-based relaxation and restoration interventions to help staff meet their immediate responsibilities and make enough sense out of the situation to let more lasting solutions emerge later. It is akin to psychological first aid. Beebe Healthcare has recently formed a Code Lavender Committee and is in discussions with CISM trainers to educate and equip certain staff on this approach to provide support to fellow team members in need.

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), continues to be an area of marked concern. Babies born dependent on drugs endure the same withdrawal symptoms as adults: sweating, sneezing, restlessness, nausea and diarrhea, and pain. Universal drug screening has been implemented on all mothers since the previous implementation plan.

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. Beebe Healthcare's NAS program was Nationally-recognized in 2018 as a model program based on demonstrated outcomes.

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; Expansion in 2018/2019; Ongoing

Next Steps:

- Beebe Healthcare has expanded the Navigator role, which aids in improving access and availability to healthcare for the patients we serve. Since the most recent Implementation Plan, additional nurse navigator roles have been created to support community needs in the areas of Oncology, Orthopedics and Cardiovascular Disease. Other service lines that have recently implemented Navigator roles are Pulmonary and Pharmacy.
- Women's Health Navigator is currently implementing a new strategy to round on 50% of new mothers prior to discharge. The aim of this practice is to ensure post-partum visits are scheduled to maintain continuation of care for the mother. Education is offered on birth spacing, birth control and post-partum depression signs and symptoms.
- Beebe Healthcare's current Women's Health Navigator is in process to obtain certification as a Perinatal Mental Health provider. This role has evolved to include providing on-site education to patients at area MAT centers, thereby creating a continuum of care for those who are pregnant and/or mothers scheduled to deliver at Beebe. This Navigator is also the point of contact for Obstetricians and Gynecologists who detect concerns relevant to a patient's mental health or suspect substance abuse. In addition, area Pediatricians conducting post-partum depression screenings as well as ACE screenings during mom/baby visits are referring mom back to her Women's Health provider for follow-up.

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. Staff structure at Wellness Centers includes nurse practitioners, physician assistants, licensed social workers, athletic trainers, registered dietitians and administrative assistants. Community physicians serve as medical directors. In addition, a Licensed Professional Counselor of Mental Health supervises and is available as support to the Social Workers. The Centers offer a great degree of convenience, making 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.

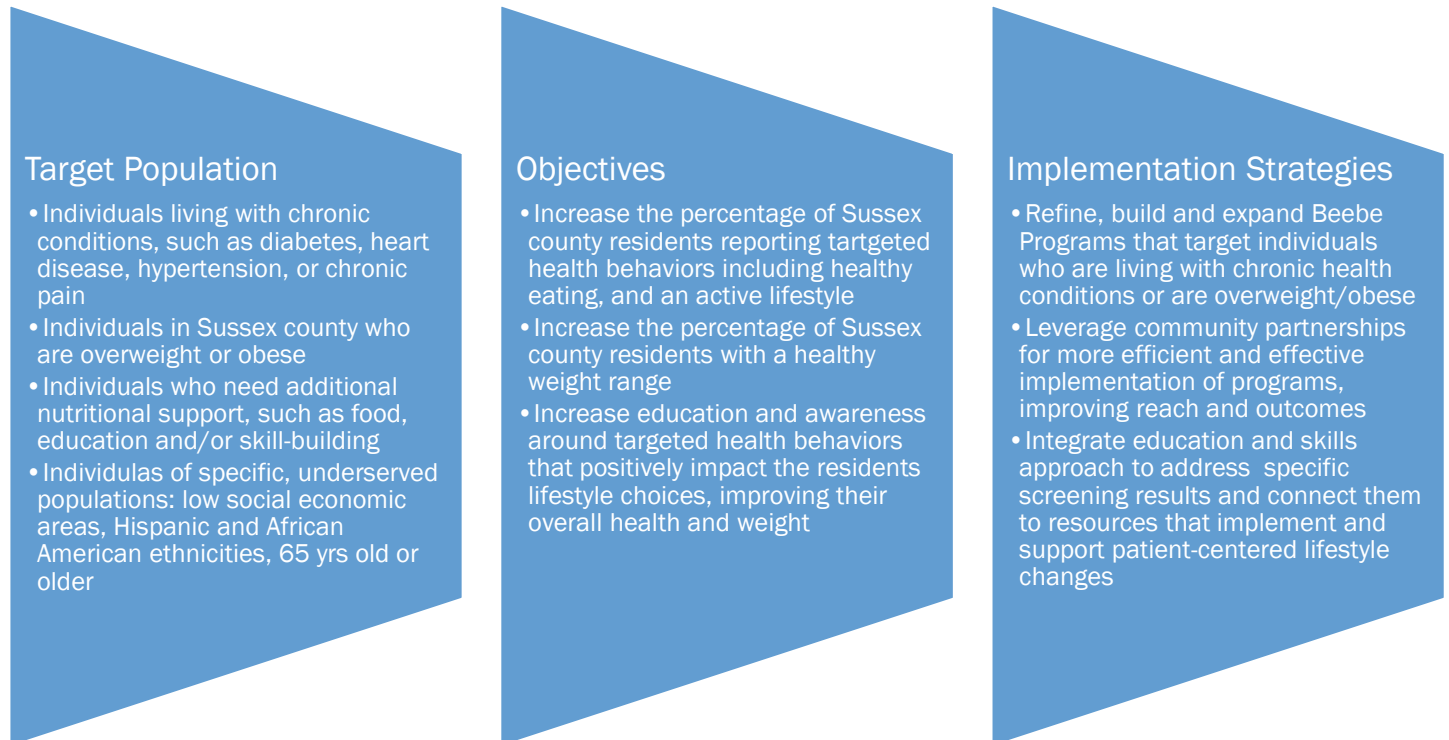
Beebe Wellness Centers also offer Alateen group meeting; these groups are led by a trained facilitator to provide support for teens whose parents are fighting any type of substance abuse addiction(s).

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.
- In October 2018, Governor Carney signed Executive Order 24, making Delaware a trauma-informed state and providing direction of the Family Services Cabinet Council to help mitigate the impact of adverse childhood experiences (ACEs) and build resilience in children, adults and communities. Department of Education, Department of Labor and Delaware State Housing Authority have provided training for all staff since the Executive Order took effect. Preliminary discussions are in process within areas of Beebe Healthcare to develop a trauma-informed training program for team members.
- The Opioid Stewardship program initiated within Beebe Healthcare following the Antimicrobial Stewardship program aims to raise awareness, educate providers and team members on prescription dose guidelines, share current statistics local and national and offer resources for further informational requests.

PRIORITY AREA: OBESITY, NUTRITION, AND CHRONIC DISEASE



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). We continue to update our education literature and referral processes. 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, and where that is in comparison to a healthy weight. We provide 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. We also offer printed materials on our self-management workshops offered in partnership with Delaware Division of Public Health.

Implementation Date: 1999; Ongoing.

Free Flu Clinics:

Description: Beebe Healthcare's Community Outreach team offers more than 30 free influenza vaccination clinics annually throughout the county. These clinics provide vaccinations to thousands of clinic participants in addition to serving as a healthcare resource for those with other health-related needs. In 2019, over 4100 vaccinations were administered free of charge.

Implementation Date: 2000s; Ongoing

Food Prescription Program:

Description: Beebe Healthcare entered into partnership with the Delaware Food Bank in 2016. This partnership was created to provide Food Prescription vouchers to inpatient and outpatient care coordination and case management clients. This program offers a box of shelf stable food at discharge along with six vouchers for clients to pick up 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. In 2018, Population Health welcomed a partnership with volunteers from Epworth UME Church and Jewish Seaside Community to assist in providing monthly food deliveries to homebound program participants. Currently, there are more participants who are without transportation or homebound than those who are able to pick up independently. Population Health maintains a food pantry that is available as a resource to the organization outside of the monthly food prescription program.

Implementation Date: May 2016; Expansion 2018; Ongoing.

Mobile Integrated Healthcare COPD pilot program:

Description: Beebe Healthcare entered into partnership with Sussex County Emergency Medical Services (SCEMS) for a 12 month Mobile Integrated Healthcare (MIH) pilot focused on Chronic Obstructive Pulmonary Disease (COPD) patients who have demonstrated an increase in utilization of the emergency response system, paramedic transports to the emergency department (ED) and successive emergency department visits and inpatient admissions. A memorandum of understanding between the State Office of Emergency Medical Services, SCEMS and Beebe Healthcare allowed for specialized COPD-related training of designated paramedics who conduct non-emergent home visits with patients who are offered the program in the healthcare setting. This is a free and voluntary program designed to provide patient-centered care, education on medications and equipment, home safety assessments and identification of social service needs. The aim of this pilot is to demonstrate increased quality of life, improved health outcomes, a greater capacity to self-manage their condition as well as decreased utilization of ED transports, ED visits and inpatient readmissions.

Implementation Date: September 2019; Ongoing

Advanced Care Clinic:

Beebe Healthcare's Advanced Care Clinic (ACC) addresses patients at risk for poor outcomes and elevated levels of utilization due to recent hospital discharge and/or complex chronic conditions. The ACC 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 Healthcare provides global management of chronic illness, while focusing effort on maintenance and restoration of function and quality of life. The following services are 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 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.

Implementation Date: 2017; Ongoing

COMMUNITY RESOURCES COORDINATION

Care coordinators continue to work with healthcare providers and organizations in the community to help connect patients with community and social services to improve patient outcomes and quality of life. In 2018, care coordinators became hospital-based and have expanded the populations of patients served.

Implementation Date: 2014; Ongoing

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 physiological outcomes as well. Beebe's Advanced Care Clinic offers 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. In addition, patients are referred to programs and services offered through community-based organizations for greater sustainability of improved outcomes.

Implementation Date: 2017; Ongoing

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.

Implementation Date: 2017 hospital-based; 2018/2019 Expansion to outpatient setting and ACC

Next Steps:

- Improved processes related to our health fair referral process are being evaluated at present. These processes will allow staff to directly connect our participants in need to appropriate resources and/or providers more expeditiously.
- Palliative Goals of Care consults to be integrated into the Oncology Service Line in 2019/2020 to better serve patients, in particular those diagnosed with Stage IV gastrointestinal, esophageal or lung cancer.

INTEGRATIVE HEALTH PROGRAMMING

Beebe Integrative Health & Wellness Program:

Description: Beebe Healthcare's Integrative Health & Wellness programming provides a collection of classes, workshops and offerings by team members and practitioners at large in the community. Topics include areas of wellbeing and lifestyle such as healthy eating, movement, mind-body/stress management and mindset/positive thinking. In addition, one-on-one health coaching is a component of the programming available to team members and the community alike. The approach of Beebe's Integrative Health & Wellness team allows for experiential learning, knowledge acquisition and skill-building around differing areas of integrative health and integrative health modalities. Participants have the opportunity to connect to community practitioners and resources. Programs are held at community locations throughout Sussex County and are available to both team members and the community at large. In addition, these offerings assist individuals in finding a path they enjoy and the motivation to make healthy lifestyle changes and maintain them. The goal of Beebe Integrative Health & Wellness is to empower individuals with knowledge and skills in multiple dimensions of wellness to help prevent illness and disease, as well as manage any chronic medical conditions so that they can live well in sustainable ways.

Implementation Date: 2016; 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 Healthcare 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: 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 through a multidisciplinary team approach. The team believes comprehensive management skills and quality education will enhance patient self-care to achieve optimum health and reduce risk for diabetes complications. 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 continues to grow in order to meet the needs of the community and enhance access to services.

In 2018, the class schedule expanded to include evenings and weekends, allowing more patients to access services. The department also enhanced communications and successive referrals through implementing tools within the inpatient electronic health record system, further increasing their capacity and success in managing care transitions. The team's focus also includes screening for gestational diabetes and ensuring post-partum follow-up. Additionally, the Diabetes Education Team is partnering with organizations to identify patients who may be eligible for diabetes self-management education and deliver resources across Sussex County through 5 different locations.

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.

Healthy Living self-management workshops:

Description: In partnership with Delaware Division of Public Health (DPH), Beebe Healthcare's Population Health & Integrative Health Team have trained team members and recruited trained lay leaders in the community to participate as facilitators of these 6-week, evidence-based, self-management workshops developed by Stanford University in 1979. A number of revisions have been made to the textbook given to participants as well as the expansion of topics to include chronic conditions, pain and cancer. The organization now responsible for program training and maintenance is the Self-Management Resource Center, which is still affiliated with Stanford University. Our partnership with DPH allows us to schedule these workshops, Healthy Living with Chronic Conditions, Healthy Living with Diabetes and Healthy Living with Chronic Pain in the areas most served by Beebe Healthcare. These workshops offer general knowledge helpful in self-management of chronic conditions as well as skill-building in areas such as goal setting, problem solving and action planning. Participants share testimonials at the end of the 6-week series and are encouraged to write a letter to their provider about their experience with the program. The format of the 2 ½ weekly sessions for six weeks allows for a significant amount of social connection and resourcing amongst peers. Alumni groups have formed after completion of a series in addition to individuals choosing to take another program or the same a second time.

Implementation Date: 2018; Ongoing

BeWELL Programs:

Description: Beebe Healthcare's Population Health and Integrative Health Team aligned resources to provide additional programming to both the community and our fellow team members. With an employee population of more than 2600 people, there is great potential to offer resources and support to our coworkers and their family members along the continuum of care, from wellness and prevention through chronicity to acuity and illness. Programs launched in early 2019 with Worksite Wellness, a weekly movement class available to team members and community members at various locations throughout Sussex County. This program was made available through Beebe Healthcare's organizational membership with Sussex County Health Coalition's existing program. Classes have grown to include weekly offerings taught by certified instructors contracted through the Population Health and Integrative Health department.

Another BeWELL program made available to both team members and the community at large is Food for Health offerings. These include 5 week “Make the Healthy Choice the Easy Choice” workshops taught in partnership with University of Delaware Cooperative Extension as well as 30-60 minute Lunch & Learns focused on targeted subjects that vary from label reading to healthy crock pot meals.

The most recent addition to the BeWELL offerings is a 12-week Lifestyle Program that meets weekly to explore, experience and engage new strategies for achieving an enhanced state of being. Each 90-minute session includes instruction, group discussion, experiential learning, goal setting, problem solving and action planning. Participants are connected to additional resources in the community to assist them in creating and continuing a new way of caring for themselves and managing their wellbeing.

Implementation Date: 2019; Ongoing

Back to Basics 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 locations throughout Sussex County.

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: 2019; Ongoing.

Chronic Care Management Program:

Description: Carethrough is a third party partnership implemented through Athena, our outpatient electronic medical record (EMR) system. In this program, specific Beebe Medical Group team members provide chronic care management to Medicare patients who have enrolled in the program. This program involves monthly non face-to-face encounters during which patients are asked questions related to their chronic conditions, educated through teach back methods where indicated and offered available resources for concerns and/or barriers to the management of their conditions.

Implementation Date: 2018; Ongoing

Pharmacy Navigator:

Description: A specially-trained Pharmacy Technician provides assistance, education and resources to patients in the hospital and emergency department settings prior to and post discharge as well as prescription and medication delivery.

Implementation Date: 2018; Ongoing

Pulmonary Navigator:

Description: This Respiratory Therapist coordinates disease-specific care for patients admitted into the hospital with Chronic Obstructive Pulmonary Disease (COPD) and/or pneumonia and works to identify barriers to care leading to non-adherence and/or readmission. This individual is also tasked with offering our MIH COPD program to eligible patients. Interventions conducted by the Pulmonary Navigator are documented in a specialized template within Cerner, the inpatient electronic medical record system, and is accessible to team members involved in the care of those patients.

In 2019, a best-practice approach to oral care education for all patients aims to decrease incidence of aspiration pneumonia in our patient population.

Implementation Date: 2018; Ongoing

Navigational Bronchoscopy Procedure:

Description: Beebe Healthcare uses navigational bronchoscopy to find and reach tumors in the periphery of the lungs, where nearly two-thirds of all lung lesions are found. It uses GPS-like technology to create a three-dimensional virtual roadmap of the lungs. This map helps physicians guide a set of catheters through the lungs' most complex airways. It is minimally invasive and allows for diagnosis and treatment in a single procedure. This safer alternative to diagnostic surgery is performed in the outpatient setting with most patients returning home the same day as the procedure.

Implementation Date: 2019; Ongoing

IRIS Interpretive Services:

Description: Instant Remote Interpretation Service (IRIS) was added to Beebe Healthcare's interpretive services in 2018. Tablets are made available throughout the emergency department and inpatient setting for all team members to use when providing care for a non-English speaking patient. Video capability for the 15 most common languages is available 24/7 while audio is available for all other interpretation needs. There are more than 240 language options, including American Sign Language and rare, indigenous languages. IRIS is an essential resource for our patient population as Sussex County has significant Hispanic, Deaf and Haitian-Creole contingencies. Being a coastal resort area, there are interpretation needs that go beyond those three specific priorities.

The addition of IRIS has provided a much needed resource for staff at all hours of patient care. Our two Spanish interpreters assist team members and patients during the day most days of the week as well as being present at our community events throughout the year. For our deaf community members, Beebe contracts with Deafinitions, a Newark, Delaware-based firm. Through a referral process within our organization, an American Sign Language interpreter arrives onsite and is available for patients and the team members providing care. The cost of all interpretation services is assumed by Beebe Healthcare.

Partnership with Quality Insights:

Description: Through a partnership with Quality Insights, Beebe Healthcare's Population Health team has engaged with specific Beebe Medical Group practices to assist in identifying patients who could benefit from additional information and/or be eligible for additional support/resources. Through this

partnership, we've been able to connect patients with diabetes to self-management education programs that are available to them and covered by their insurance. Currently, we are in process of initiating another outreach effort to educate patients on age-related cancer screenings.

Smoking Cessation Programs:

Description: Beebe Healthcare currently has four Registered Respiratory Therapists who are certified through the Delaware Quitline to provide Smoking Cessation education that includes three free one-on-one counseling sessions. At present, patients can receive counseling at the Margaret H. Rollins Lewes Campus in the Pulmonary Rehab Department or at the Rehoboth Health Campus in the Cardiac Rehab Department. The Oncology Department is in the process of expanding these services for their patients.

Implementation Date: 2018; Ongoing

CipherHealth Program:

Description: Beebe Healthcare has contracted with CipherHealth, a leading healthcare technology company has created an innovative patient engagement solution to improve communications and patient satisfaction. CipherHealth calls patients post-discharge through its automated system. Upon receipt of the call, the patient has the option to choose a call from our Discharge RN, who contacts the patient to discuss concerns, needs, etc. This process assists Beebe in enhancing care transitions as well as increasing our ability to mitigate issues that may result in poor outcomes and/or preventable readmissions.

Next Steps:

- Population Health is in the planning and development phase with the Delaware Pharmacists' Society to offer presentations at our health fairs on their Medication Therapy Management program. This grant-funded program allows pharmacists to schedule visits with community members diagnosed with heart disease and/or diabetes to perform medication reconciliation, provide resources where needed, thereby improving adherence and health outcomes. Initially, the community at large is able to connect with the pharmacists via the community presentations. In the near future, Beebe Healthcare providers will have the ability to refer patients to this program.
- Discussions are taking place in regard to piloting a uniformed social barrier assessment in the Population Health Service Line. The pilot will be inclusive of existing organizational data related to our food prescription program, transportation, social service program referrals and housing vouchers.
- Beebe Healthcare has entered into partnership with Lodge at Truitt Homestead to provide onsite services such as home care modalities as needed when ordered, primary care provider access and wellness programming. These services will be made available to a portion of that community residing in the Lodge itself.
- Delaware Center for Healthcare Innovation (DCHI) in partnership with Delaware Health & Social Services' Division of Public Health and Health Management Associates Community Strategies is aimed at implementing the Delaware State Healthcare Innovation Plan. A key element of the state plan is to improve population health and to deploy a new workforce of Community Health Workers (CHWs) to assist in achieving the goal of being one of the five healthiest states in the nation. CHWs

help improve the health of Delaware residents by addressing the non-clinical determinants of health and is an evidence-based, effective strategy for promoting prevention and better management of chronic conditions. Legislative measures are in process to ensure reimbursement as well as a standardized curriculum being developed by the University of Delaware. A number of community-based organizations are implementing strategies that include CHWs to help improve care for their clients and to lower costs by addressing social determinants of health that adversely affect health status, outcomes and the cost of care.

PRIORITY AREA: CANCER, PREVENTION & SCREENING

Target Populations

- Individuals with current cancer diagnosis
- Newly diagnosed
- Underserved populations
- Disparate individuals and communities at large
- Patients with certain Stage IV diagnoses
- Patients interested in whole person, integrative approaches to care

Objectives

- Improve early detection through early detection cancer screening, risk reduction education, and navigation services
- Expand reach on awareness, screenings and education
- Expand whole person care through the cancer journey
- Expand Survivorship Programs

Implementation Strategies

- Provide outreach education and presentations to various community venues including churches, civic associations, schools, community health fairs and events
- Nurse Navigator will continue to provide resources for screenings and connect clients to specialists and education when necessary
- Timeliness of care for patients with LDCT positive findings.

Beebe Healthcare's Tunnell Cancer Center has been granted Three-Year Accreditation from the Commission on Cancer from the American College of Surgeons by meeting 34 quality care standards and maintaining levels of excellence in the delivery of comprehensive patient-centered care. It has also received reaccreditation by the Quality Oncology Practice Initiative Certification Program for outpatient hematology-oncology practices that meet nationally recognized standards for quality cancer care. Beebe's Breast Health Program is fully accredited by the National Accreditation Program for Breast Centers, which provides assurance to our patients that the cancer center and breast program meet the highest of standards.

CANCER SCREENING PROGRAMS

Beebe Healthcare works with our community to take action to prevent cancer. Beebe Oncology Services provides cancer outreach, education and screening programs to help our community learn more about what causes cancer and the risk factors involved.

Our outreach program takes cancer prevention and early detection education to the places where people live, work and play in Sussex County. Our team offers tailored programs about healthy behaviors and lifestyles to reduce risk factors for cancers.

Cancer Screening Nurse Navigator:

Description: Through its commitment to provide excellent care, the team at Tunnell includes a Cancer Screening Nurse Navigator who works with Beebe Oncology patients. The primary focus of this navigator is on improving survival through early diagnosis and treatment. This is done by encouraging people throughout the community to have cancer screenings done in compliance with American Cancer Society guidelines. Education is provided on the importance of screenings for colon, breast, prostate and cervical cancers. Assistance is offered when needed to access health screenings, such as Delaware's Screening for Life and helps connect the uninsured with the Choose Health Delaware Marketplace.

In addition, the Navigator follows patients with abnormal cancer screening results for future screening needs and helps coordinate cancer care. Patients are guided through cancer screenings including breast, cervical and uterine, colorectal, lung, pancreas, skin, Women's as well as bladder, kidney and prostate.

Tunnell Cancer Center Low-Dose Computed Tomography (LDCT) Cancer Screening 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 Healthcare 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 Quitline 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. LDCT Lung Cancer Screenings data:

Year	# of Screenings	# Identified	
2017	1361	Stage I	14
		Stage II	1
		Stage III	0
		Stage IV	1
		Unknown/Small Cell	4
2018	1564	Stage 1	14
		Stage II	1
		Stage III	5
		Stage IV	0
		Unknown/Small Cell	5

Incidental Cancer Findings from the LDCT screenings in 2017 and 2018 included male metastatic breast cancer, B cell lymphoma, invasive Squamous Cell of Larynx, Esophageal cancer, Large cell neuroendocrine carcinoma of the lung and liver as well as thyroid papillary cancer in addition to that patient's lung cancer.

Implementation Date: April 2015; Ongoing.

Breast Health Nurse Navigator:

Description: Beebe's Breast Health program offers individualized treatment with the support of oncologists, care providers and a Breast Health Nurse Navigator who are with the patient during their entire journey. The Navigator is available as a resource for questions and concerns related to breast cancer diagnosis, next steps and/or upcoming biopsies or surgeries.

Implementation Date: 2017; Ongoing

Integrative Health Chair-side Services:

With the aim to support the whole person in their cancer care, Integrative Health services such as Aromatherapy and Guided Meditation are being offered chair-side. Patients can select a particular essential oil and choose a single use experience or opt to receive a roll-on applicator for ongoing use. Aromatherapy is a practice in which essential oils are inhaled through the nose or applied topically. If used topically, the essential oil is first added to a non-allergenic carrier oil. Research in cancer patients has shown that aromatherapy may help relieve: anxiety, depression, nausea, high blood pressure. It also offers supportive care for general wellbeing.

If a patient selects guided meditation from the list of services, an MP3 player is provided by a team member who offers an overview of what selections are available. Meditation is offered in numerous cancer centers across the country, demonstrating efficacy in eliciting a sense of calm prior to medical appointments, enhancing coping skills through the cancer journey and inducing a state of relaxation in addition to other benefits.

Implementation Date: 2019; Ongoing

Next Steps:

- Beebe Healthcare expanded its Palliative Care Team in 2018, enhancing outreach efforts to increase awareness around Advanced Illness Planning. 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). The Palliative team helps facilitate meetings between the family and medical providers, and works to clarify goals of care for an improved quality of life in addition to assessing for barriers to care and/or support. Tunnell Cancer Center is in process of implementing Palliative Goals of Care consults with patients diagnosed with Stage IV Esophageal, Gastrointestinal or Lung cancer.
- Expansion of Integrative Health services to include the addition of an Integrative Health Physician as consultant. This approach will begin as a group offering.
- Expansion of Cancer Survivorship Programming in 2020-2021, engaging Advanced Practice Providers as Champions to further the care and supportive interventions for those patients.
- A Thoracic Nurse Navigator position is projected for 2020. This Navigator will be responsible for all patients diagnosed with Head and Neck cancers as well as those found to have positive findings from their Low-Dose Computed Tomography (LDCT). This Navigator will focus on timeliness of care in addition to alignment of all relevant and necessary care teams, such as Thoracic Surgery, Pulmonary and Cardiovascular.
- With the above position in place, the Cancer Screening Nurse Navigator will be available to increase outreach efforts, providing focused community education and connecting disparate community members to appropriate screening resources and programs. With the increase in colorectal diagnoses, there is an identified priority to address this through community outreach.
- Annual Skin Cancer screening scheduled for May 2020.

- In January 2020, Readiness to Quit Sessions will be offered at multiple locations on multiple dates in our primary service area.
- Smoking Cessation Counselors are available to offer Readiness to Quit Sessions to patients who currently smoke. Planning is in process for provider education related to referring patients who smoke to a Readiness to Quit session.
- Beebe Healthcare's South Coastal Cancer Center is scheduled to open in July 2020, providing greater access to providers and care, adding convenience to

SUMMARY

To align Beebe Healthcare with the health needs of our community, a Community Health Needs Assessment was once again initiated in the summer of 2018 and completed in June 2019. 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, and health concerns.

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. Analysis of the data, that proved to be similar to 2015-2016 data, led to identification and prioritization of major themes which were recurrent through multiple groups with minor variation. The plan of action, highlighted here in this Implementation Plan, has been in development to strategically enhance utilization of our current 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. Discussions between key stakeholders in the Healthier Sussex County Task Force continue through 2019 with commitment to a renewed focus in 2020.

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 2019 Implementation Plan, we strive to follow the principles outlined in the American Hospital Association's *Creating Effective Hospital-Community Partnerships to Build a Culture of Health* (2019). 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 behavioral and mental health, obesity, nutrition 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. By utilizing partnerships and building upon existing programs, the task force has the capacity to effectively serve as a platform to continue its impact on the needs identified once again in the 2019 Community Health Needs Assessment.





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 2019, the Sussex County Health Coalition (SCHC) is working to address the mental health needs of our youth in addition to the importance of Literacy in our youth.

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 and Literacy

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 Bank's Mobile pantry brings both shelf stable and fresh foods to clients who have been identified as having food insecurity upon discharge from the hospital. The client receives 6 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, Milton Farmers Market, Rehoboth Farmers Market and multiple area farm stores. 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 aimed at improving access to proper nutrition will assist in improving the health and wellbeing of those served.



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



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 Healthcare services in the State. DCHI's primary purpose is to drive transformation of Delaware's health system by guiding implementation of the State Healthcare Innovation Plan. Our mission is to facilitate forums for stakeholders to come together and to ensure an inclusive and participatory approach to achieving Healthcare 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, Healthcare 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. In 2016, efforts were underway to improve behavioral Healthcare 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 had developed a strategy to promote integration of behavioral health and primary care across Delaware. Although this strategy has yet to be fully integrated, leaders in Delaware's Healthcare community continue to agree that better integration of behavioral health and primary care will improve chronic disease management and be instrumental in achieving the Triple Aim.



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.



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 Healthcare costs through the support of the Nurse Navigators.



At SUN Behavioral Health, our team of dedicated, compassionate professionals is committed to improving the health and well-being of the people and communities we serve.

We partner with hospitals, doctors, schools and social service agencies to solve the unmet behavioral health needs that exist in neighborhoods across the country. Our top priority is delivering positive outcomes for our patients and their families, from education about the recovery process to programs that save lives and enhance life.

More than 43 million U.S. adults experience mental illness every year. Approximately 1 in 5 young people 13–18 (21.4%) experiences a severe mental disorder at some point during their lives. For children aged 8–15, it's 13%.

You are not alone. If you or someone you love is struggling, we can help. SUN counselors are available 24 hours a day, seven days a week to help with everything from urgent situations to questions about our programs.

SUN Behavioral Health facility opened in Georgetown in May 2018. The hospital consists of a 90-bed, 2-story, and 93,000 square foot inpatient hospital. It features several inpatient units, recreational areas, and an outdoor courtyard as well as various treatment and support areas. The hospital is located at the College Park campus in Georgetown, directly across from Delaware Technical Community College on Route 404 and alongside Beebe Healthcare's Georgetown campus.

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