



**WILCOX MEMORIAL HOSPITAL**  
An Affiliate of Hawai'i Pacific Health

# Wilcox Memorial Hospital Implementation Strategy Plan

*May 2013*

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## **1 Introduction**

Wilcox Memorial Hospital is pleased to share their Implementation Strategy Plan, which follows the development of the June 2013 Community Health Needs Assessment (CHNA). In accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements, this Plan was approved by the Board of Directors for Wilcox Memorial Hospital and Hawaii Pacific Health on June 27, 2013.

## 2 Community Served by Wilcox Memorial Hospital

Wilcox Memorial Hospital's service area is defined by a geographical boundary of Kauai County, Hawaii, which encompasses the inhabited islands of Kauai and Niihau.

In 2011, Kauai County had a population of 67,701.<sup>1</sup> While the county is home to just 4.9% of the state's population, Kauai County grew at a faster rate (14.8%) than both the state (12.3%) and nation (9.7%) between 2000-2010.<sup>2,3</sup> The Kauai County population is older than that of Hawaii and the rest of the country, with a median age of 42.2 (compared to 38.5 for Hawaii and 37.3 for the U.S.).<sup>1</sup>

The largest single race group in Kauai County is Asian at 37.5%, and the majority of the Asian population is Filipino (22.0% of total population). Kauai County also has much larger Native Hawaiian/Other Pacific Islander (9.2%) and multiracial populations (19.2%) than the rest of the country. The population in Kauai County reporting a race of White only makes up 32.9% of the population, compared to 25.0% in Hawaii and 74.1% in the U.S. Black/African American, Hispanic/Latino, and Other race/ethnicity groups are much smaller than the U.S. overall.<sup>1</sup>

Median household income in 2006-2010 for Kauai County was \$62,531, higher than the national value of \$51,914 but lower than the state's \$66,420. Per capita income in the county (\$26,513) was lower than both those of Hawaii (\$28,882) and the U.S. (\$27,334). While income in Kauai County is not as high as that of the state overall, the county is tied with Honolulu County for the lowest levels of poverty in the state (8.8% vs. 9.6% for the state). On the Island of Kauai (the only portion of the county where poverty data is available), poverty is concentrated in the northern portion of the island. Certain race/ethnicity groups are more affected by poverty. The "Other" population group has the highest poverty rates at 17.1%. The two least impoverished groups are Asian (6.0%) and Native Hawaiian/Other Pacific Islander (6.8%).<sup>4</sup>

A greater proportion of Kauai County residents aged 25 and older have at least a high school degree (88.3%) compared to the U.S. overall (85.0%). However, the county falls short of meeting the state value of 89.8%. Kauai County also has a lower percentage of adults aged 25 and older who have a bachelor's degree or higher, compared to both the state and the nation, at just 22.7%; 29.4% of Hawaii and 27.9% of the U.S. have at least a bachelor's degree.<sup>4</sup>

Health Resources and Services Administration (HRSA), a federal agency of the U.S. Department of Health and Human Services, has designated the entirety of Kauai County as having a Medically Underserved Population. Such a designation indicates Kauai County residents encounter economic, cultural, and/or linguistic access barriers to primary medical care services.

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<sup>1</sup>U.S. Census Bureau, American Community Survey, 2011 Estimates

<sup>2</sup>U.S. Census Bureau, 2000 Census

<sup>3</sup>U.S. Census Bureau, 2010 Census

<sup>4</sup>U.S. Census Bureau, American Community Survey, 2006-2010 Estimates

### 3 Community Benefit Planning Process

#### 3.1 HAH Advisory Committee and Development of CHNA

The state of Hawaii is unique in that all of its community hospitals and hospital systems joined efforts to fulfill new requirements under the Affordable Care Act, which the IRS developed guidelines to implement. The Healthcare Association of Hawaii (HAH) led this collaboration to conduct state- and county-wide assessments for its members.

Twenty-six Hawaii hospitals, including all Kauai County hospitals, participated in the CHNA project. The CHNA process has been informed by hospital leaders and other key stakeholders from the community who constitute the Advisory Committee. A Kauai County CHNA was one of the outcomes of the collaborative CHNA process. <http://www.wilcoxhealth.org/docs/wilcox-chna.pdf>

#### 3.2 Wilcox Memorial Hospital Community Benefit Team

Wilcox Memorial Hospital established an internal community benefit team composed of ten staff members to develop the Implementation Strategy Plan and support the hospital's community health improvement initiatives. The team consists of:

- Chief Executive Officer
- Director of Quality Management
- Director of Ancillary Services
- Manager of Case Management
- Social Workers (2)
- Chief Nurse Executive
- Director of Patient Accounting
- Director of Surgical Services
- Manager of Financial Planning

This newly formed team's goal is to continue to refine and expand the impact of the hospital's community benefit activities. The Community Benefit team has access to and a reporting relationship with the Wilcox Memorial Hospital and Hawai'i Pacific Health Boards of Directors.

Wilcox Memorial Hospital contracted with Healthy Communities Institute to work with the hospital community benefit team to develop the Implementation Strategy Plan.

#### 3.3 Areas of Need

The CHNA identified 20 topic areas of need in Kauai County. The needs assessment looked at health broadly and considered a wide array of health and quality of life data.

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Access to Health Services	Exercise, Nutrition, & Weight	Mental Health & Mental
Cancer	Family Planning	Disorders
Diabetes	Heart Disease & Stroke	Older Adults & Aging
Disabilities	Immunizations & Infectious	Oral Health
Economy	Diseases	Respiratory Diseases
Education	Injury Prevention & Safety	Social Environment
Environment	Maternal, Fetal & Infant	Substance Abuse & Lifestyle
	Health	Transportation

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### 3.4 Priorities

On March 5, 2013, the Wilcox Memorial Hospital community benefit team used the Nominal Group Planning Process, facilitated by Healthy Communities Institute, to prioritize the identified needs from the assessment. Two priorities were selected and are the focus of the three-year Implementation Strategy:

1. Access to Health Services
2. Exercise, Nutrition & Weight

The group used the following criteria for selecting priorities:

- Magnitude/Severity of problem
- Opportunity to intervene at prevention level
- Alignment with Wilcox Memorial Hospital’s mission/strengths/programs
- Opportunity for partnership
- Solution could impact multiple problems
- Feasibility of change
- Importance of problem to community

#### 3.4.1 Validation of Priorities

Wilcox Memorial Hospital shared and obtained feedback on the selected priorities through interviews, conducted by HCI in April 2013, with two key public health stakeholders: Kauai County Mayor Bernard Carvalho, and Kauai County District Health Officer Dr. Dileep Bal.

#### 3.4.2 CHNA Areas of Need not Addressed

The following areas of need identified from the CHNA will not be addressed in this Implementation Strategy Plan.

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Cancer	Heart Disease & Stroke	Older Adults & Aging
Diabetes	Immunizations & Infectious	Oral Health
Disabilities	Diseases	Respiratory Diseases
Economy	Injury Prevention & Safety	Social Environment
Education	Maternal, Fetal & Infant Health	Substance Abuse &
Environment	Mental Health & Mental	Lifestyle
Family Planning	Disorders	Transportation

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These needs were not selected because they are beyond Wilcox Memorial Hospital’s current community benefit resources and/or areas of expertise.

It is expected that the priorities that were selected will incorporate activities that have impact on multiple topic areas, including Cancer, Diabetes, Heart Disease, Stroke and Immunizations & Infectious Diseases.

## 4 Implementation Strategy

### 4.1 Strategy 1: Increase access to and availability of chronic disease and physical rehabilitation health services

**Priority Area:** Access to Health Services

**Goal:** Increase access to and availability of quality chronic disease (heart disease, stroke, diabetes, cancer, and chronic obstructive pulmonary disease) education, screening, specialty treatment, and rehabilitative services for all residents, including residents from low socio-economic status (SES) geographies.

#### *Activities*

- Health Fairs: Provide heart disease, stroke, and diabetes screening and risk factor education for men and women. Provide bacterial pneumonia vaccinations for eligible adults ages 65 or older.
- Cardiac Rehabilitation Services: Provide free physical rehabilitation services for residents to support recovery from cardiac surgery and cardiac events.
- Chemotherapy: Provide needed chemotherapy for cancer patients; these treatments would otherwise not be locally available to the community.
- Community Clinic Outreach: Support needed primary care, prevention, and wellness programs by expanding partnerships with neighborhood community centers.
- Ni'ihau Island Outreach: Explore approaches to expand Niihau Island residents' awareness of and access to needed health-related services.

### 4.2 Strategy 2: Create Resource Navigator services to meet community needs

**Priority Area:** Access to Health Services

**Goal:** Through creation of the Resource Navigator Service and Community Hospital Liaison position, help community members and patients secure primary care services and resources supporting activities of daily living.

#### *Activities*

- Connect patients and any resident in need with all types of needed social services through facilitated 1:1 referrals and support. This personalized service will help residents develop action plans and practical solutions to respond to and help prevent crises. Availability of the service will be marketed widely.
- Advanced Care Planning: Provide education for caregivers on recommended process for residents to plan for end-of-life decisions.

### 4.3 Strategy 3: Increase the capacity of Hawaii's professional medical workforce through training and mentoring programs

**Priority Area:** Access to Health Services

**Goal:** Provide practical training opportunities in Hawaii for needed medical services through the internship and mentoring program.

### ***Activities***

University of Hawaii, Hilo Pharmacy Training Program: Support practical training programs for pharmacy students.

Kauai Community College Nursing Training Program: Provide practical training opportunities for local nursing college students.

Health Career Mentoring Program: Wilcox Memorial Hospital staff provides mentoring for high school students interested in health careers.

## **4.4 Strategy 4: Reduce Obesity**

**Priority Area:** Exercise, Nutrition, and Weight

**Goal:** Reduce obesity, one of the root causes of chronic disease.

### ***Activities***

- Pilot the Intensive Lifestyle Change Program that incorporates nutrition and weight control as two of multiple lifestyle changes that reduce the risk of illness; designed for persons at high risk for diabetes and/or heart disease.
- Evaluate the pilot Intensive Lifestyle Change Program for expansion in the community.

## **4.5 Strategy 5: Increase Physical Activity**

**Priority Area:** Exercise, Nutrition, and Weight

**Goal:** Increase physical activity to improve health and help prevent chronic disease.

### ***Activities***

- Kauai Marathon: Sponsor the annual Kauai Marathon.
- Old Koloa Sugar Mill Run: Sponsor the annual Old Koloa Sugar Mill Run.
- Community Walking Events: Establish a weekly walking club for community residents.

## **4.6 Strategy 6: Increase community health education opportunities on optimum exercise, nutrition and weight**

**Priority Area:** Exercise, Nutrition, and Weight

**Goal:** Increase community health education opportunities for learning about optimum exercise, nutrition, and weight to positively impact individual and community lifestyle patterns.

### ***Activities***

- Exercise and Wellness Education: In partnership with Kauai Elementary Schools, provide children with education on wellness and exercise, nutrition, and weight; add to existing trauma education provided by Wilcox Memorial Hospital.
- Annual Kid's Fest: Educate kids about health, wellness, and safety; provide physicals, developmental assessments, and learning activities.
- Health Fairs: Provide heart disease, stroke, diabetes, and wellness educational materials to participants.



## **4.7 Strategy 7: Evaluate community benefit activities and assess new opportunities for community health improvement**

**Priority Areas:** Access to Health Services; Exercise, Nutrition, and Weight

**Goal:** Refine the implementation strategy through the evaluation of existing programs, exploration of new programs, enhancements to current programs, and new partnerships that can expand the impact of Wilcox Memorial Hospital’s community health improvement efforts.

### **Activities**

Wilcox Memorial Hospital plans to evaluate current community benefit programs and externally explore new program opportunities and partnerships that:

- Align with at least one of Wilcox Memorial Hospital’s selected priorities of Access to Health Services and Exercise, Nutrition, and Weight.
- Are evidence-based or evidence-informed approaches to improving health in the community.

A subsequent Community Health Needs Assessment led by Dr. Bal, Kauai County District Health Officer, and conducted in partnership with Wilcox Memorial Hospital, is expected to be completed in Fall 2013. Wilcox Memorial Hospital plans to participate as a community partner in addressing additional areas of need that may potentially be identified from this collaborative effort.