The Executive Summary

Overview and Background
This community needs health assessment was conducted in order to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a community health needs assessment at least once every three years. This report details progress made during the first year of implementation.

The goals of the community health needs assessment are to:

1. Better understand community health care needs.
2. Identify priorities to address unmet health needs.
3. Create a process for measuring outcomes related to implementation strategy.

Study Area Defined
Tallahassee Memorial HealthCare’s primary service area covers ten counties in Florida, which include: Calhoun, Gadsden, Franklin, Jackson, Jefferson, Liberty, Madison, Taylor, and Wakulla. The seven counties that comprise the Georgia service area include: Brooks, Colquitt, Decatur, Grady, Mitchell, Seminole and Thomas.

Data Collection and Analysis
Tallahassee Memorial used both community input and secondary data sources to identify and prioritize the top health conditions in our area.

Findings
As a result of all the data and information gathered, the following conditions were identified as health needs for the communities served by TMH:

- **Community Health Need #1 - Improving Access to Healthcare**
  
  Our tactics to address this need:
  
  o Expansion of services provided by Tallahassee Memorial Transition Center
  o Continued development of Tallahassee Memorial’s comprehensive Telemedicine Program
  o Providing the most comprehensive Emergency Medicine program in the region
  o Continuing development of the strategic TMH Physician Partners regional expansion plan
  o Continue to build the TMH/FSU Physician Residency Program

- **Community Health Need #2 – Improve Population Health**
Our tactics to address this need:
  o Improve Metabolic Health
  o Improve Maternal/Fetal Health
  o Improve Cardiovascular Health
  o Improve Cancer Health
  o Improve Mental Health
  o Improve Asthma Health
Year One Results

IMPROVING ACCESS TO HEALTHCARE

TRANSITION CENTER
Expansion of services provided by the Tallahassee Memorial Transition Center

TELEMEDICINE
Continued development of the Tallahassee Memorial Telemedicine Program

EMERGENCY MEDICINE
Providing the most comprehensive Emergency Medicine program in the region

TMH PHYSICIAN PARTNERS
Continued development of TMH Physician Partner’s regional expansion plan

RESIDENCY PROGRAMS
Continue to build the TMH/FSU Physician Residency Programs
Transition Center

Enhance Patient Education

Expand Partnerships
Tallahassee Memorial Transition Center Enhances Education, Expands Partnerships

In February 2011, Tallahassee Memorial opened the Transition Center, an innovative facility that provides follow-up care to Tallahassee Memorial patients who have recently been discharged from the hospital and may be at high risk for readmission. Whether these patients are at risk of readmission because they do not have a primary care physician, do not have insurance, or cannot see their own doctor in a reasonable period after leaving the hospital, the Transition Center acts as a safety net, helping them to avoid a second hospital stay. Created in partnership with Capital Health Plan and the Florida State University College of Medicine, the Transition Center connects patients to clinical care or other services following hospitalization. Services provided include filling prescriptions, arranging physical therapy, rehabilitation services, or getting in touch with case management or social work for intervention.

Through coordination of healthcare providers for post-discharge follow-up and assistance with obtaining necessary medications, fewer at-risk individuals will experience a healthcare decline after discharge, requiring readmission to a hospital.

*During the CHNA implementation phase TMH expanded partnerships that increased the high-risk patient referrals to the Transition Center.*

The Transition Center has entered into a Memorandum of Understanding (MOU) with Good Samaritan Ministries (GSM), the local non-profit organization that manages multiple residential facilities for the homeless. The MOU allows GSM to make direct referrals to the Transition Center for residents to receive medical care. The Transition
Center has also placed a telemedicine laptop at the main residential home so that residents can access timely follow-up care after an emergency room or inpatient stay. The Transition Center has met with staff at both the TMH Bixler Trauma and Emergency Center and Emergency Center – Northeast so that their case managers and social workers can directly refer high-risk patients to the Transition Center.

*Also, during the CHNA implementation phase, TMH enhanced patient education and prevention services for patients with chronic diseases.*

The Transition Center has implemented a follow-up program for patients who have been hospitalized with congestive heart failure or acute myocardial infarction. The program focuses on ensuring that patients understand how to obtain and take medications, accessing and attending follow-up appointments, and managing diet and exercise to support a healthy recovery and long-term health.

*Finally, during the CHNA implementation phase, TMH expanded the use of telemedicine services in rural areas.*

Telemedicine connectivity has been placed in several locations, and is actively being used at the Transition Center, Doctors' Memorial Hospital in Taylor County, and Weems Memorial Hospital in Franklin County. Services include telepsychiatry, teledietary, and ER consults. The technology is proving to be a vital resource in connecting rural patients to the care they need.
Telemedicine

Increase Locations

Increase Access
Tallahassee Memorial Expands Telemedicine Service Throughout Region

An example of Tallahassee Memorial’s efforts to expand telemedicine in the region can be seen inside Doctors’ Memorial Hospital in Perry, Florida. Tallahassee Memorial actively uses telepsychiatry services in the Emergency Department at Doctors’ Memorial. Emergency Room physician Joda Lynn, MD is a champion of telemedicine.

“In the past, patients admitted through the ER for psychiatric evaluation were transferred by law enforcement officers to Tallahassee,” he said. Using telemedicine technology, a psychiatrist from TMH’s Behavioral Health Center can now conduct a private evaluation with the Doctors’ Memorial ER patient through videoconference on a laptop computer.

“Not all cases require transfer to Tallahassee – a patient may simply need an adjustment in their current medication,” says Lynn. Behavioral Health Center psychiatrists also work collaboratively with primary care physicians at Doctors’ Memorial Clinic in Perry and Weems East Clinic in Carrabelle for patient consultations and evaluations.

Doctors’ Memorial also uses telemedicine for dietary consults. Case Manager Dana Leggett notes, “It’s often overwhelming for newly-diagnosed patients with Type 2 diabetes to absorb all the information about lifestyle changes and menu planning. Recently we used telemedicine for a consultation with Rodger Young, a registered dietitian from TMH’s Dietary department.” A laptop computer on a cart, or telecart, was brought to the patient’s room for the consult. “It was very personal and the patient could ask specific questions based on her needs,” says Leggett.

TMH will continue its implementation of telemedicine in the region in an effort to increase access to primary and specialty care, improve patient outcomes and increase efficiencies by reducing costs. The next phases of the implementation include using telemedicine to serve patients at the TMH Rehabilitation Center and expanding dermatology and wound care.

Our goal is to increase the availability of affordable and accessible healthcare for people in rural areas through the use of simple technology.
During the CHNA implementation phase, TMH will partner with the Florida Legislature prior to and during the 2014 Session to develop telemedicine legislation that would provide reimbursement for telemedicine service providers throughout Florida.

Tallahassee Memorial played an active role during the 2014 Legislative Session in educating lawmakers, their staff, and the public on the benefits of telemedicine. TMH conducted live demonstrations on how the technology works to committees on the House and Senate sides of the legislature. A Telemedicine Bill progressed through the legislative session, but unfortunately did not make it to law.

Also, during the CHNA implementation phase, TMH developed telemedicine training materials, operational procedures, and resources for patients and providers.

TMH has developed a step-by-step guide for providers and presenting sites that guides those at the point of care in facilitating a successful telemedicine consult.

During the CHNA implementation phase, TMH deployed telemedicine equipment and training at additional provider sites within the primary service area.

In 2014, Telemedicine was deployed in Taylor County at Doctors’ Memorial Hospital and outpatient clinics, Weems Hospital and outpatient clinics in Franklin County, Dermatology Associates, Tallahassee Plastic Surgery, and several long-term care facilities in the region.

Finally, during the CHNA implementation phase, TMH added additional primary care and specialty care providers to TMH’s telemedicine network.

TMH neurologists are currently being trained on how to use the telemedicine technology and a pilot for use in the Bixler Trauma and Emergency Center has been scheduled before rolling out tele-stroke services to rural emergency departments.
Emergency Medicine

Reduce Wait Times

Assure Appropriate Distribution
The Most Comprehensive Emergency Medicine Program in the Region

As the region’s safety net hospital, Tallahassee Memorial proudly maintains a wide array of services. Tallahassee Memorial brought to the region its only Trauma Center in effort to reduce trauma mortality throughout the region.

*TMH’s Trauma and Emergency Services operates at a financial loss. However, the provision of a designated Level II Trauma Center is an essential service for TMH’s service area. The increased complexity and volume of care provided in the Trauma Center quickly caused the facility to reach capacity and resulted in extended wait time for emergent patient care. To address this issue, TMH developed an Urgent Care service to redirect non-emergent patients to a more appropriate level of care.*

Between the Bixler Emergency and Trauma Center, Emergency Center – Northeast, and the Urgent Care Center, over 350 patients are seen daily. TMH’s Trauma Program has seen a 21% increase in volume in 2014 and that trend continues. Trauma patients have come from 38 different counties. The Bixler Emergency and Trauma Center improved wait times by 25% for arrival to an ER bed in 2014 over 2013. In 2014, arrival to provider was a median of 46 minutes. Left before being seen decreased by 11% in 2014 over 2013.
The Trauma Program provides community outreach to more than 4,500 people annually. Outreach programs include Fall Prevention Fair, Operation Prom Night, Injury Prevention Fair, and a new program, “Pathways to Prevention.” Pathways to Prevention is an injury prevention program designed for local schools to educate youth about the dangers of trauma related accidents and to ultimately prevent future occurrences.

Several additional tactics have been developed to increase accessibility to trauma, emergent, and urgent care services provided by the TMH Trauma & Emergency Services.

*The Emergency Center – Northeast has been opened signed August 2013.*

In 2014, 35,000 patients were cared for at the Emergency Center – Northeast. The modern design and leading edge technology of the new freestanding facility offers special features to promote comfort and support.

*Tallahassee Memorial introduced the Behavioral Health Access Center in 2013 to provide improved access and quality of care for mental health emergencies occurring throughout the Big Bend.*
region. Appropriate patients, not requiring emergency care can present directly to the Access Center, decreasing wait times for patients.

The Access Center has decreased behavioral health volumes in the Bixler Trauma & Emergency Center by 50%, improving all patient populations.
TMH Physician Partners

Reduce Wait Times

4 DAYS
3 DAYS
6 DAYS
5 DAYS
TMH Physician Partners Regional Expansion Plan

As part of TMH’s commitment to improve access to healthcare in surrounding rural communities, Tallahassee Memorial operates five Family Medicine practices, with twelve physicians and four Advanced Registered Nurse Practitioners, throughout the area with offices located in Gadsden, Jefferson, Taylor, Wakulla, and Calhoun counties.

During the CHNA implementation phase, the regional expansion plan focused on the following activities to continue to improve the communities’ access to care as measured by an increased number of patient visits, medical conditions diagnosed and treated, and reduced wait times for physician appointment scheduling.

Though our primary care recruitment efforts, we brought four physicians and one Advanced Registered Nurse to our service area. These providers were able to provide care for 5,527 patient visits, which reduced wait times in half in most cases.

During the CHNA implementation phase, TMH increased the primary care provider (MD and mid-level) access at key locations in the region based upon market need assessments and also developed regional referral processes for specialty care.

Our annual community needs analysis determined a need for primary care physicians in our primary and secondary service areas. We were able to recruit four providers to our primary service area. We also brought an Advanced Registered Nurse Practitioner to Blountstown, Florida, which is in our secondary service area.

Also, during the CHNA implementation phase, TMH partnered with community infrastructures to identify and assist with implementing solutions for community health needs.

TMH became a founding partner in the United Way of the Big Bend Health Council, with several hospital representatives serving on the lead council and subcommittees. The group is focusing on dental health and mental health services and looking at increasing access to care, community engagement, and availability of resources.

TMH also served on the Gadsden County Health Council and conducted two presentations – one on transitional care and one on telemedicine. The group, comprised of local health providers and community agencies, focuses on streamlining service delivery and filling the gaps wherever possible with the goals of improving access to care and health outcomes in the county.

In 2014, TMH developed an enhanced partnership with Doctors’ Memorial Hospital in Taylor County and gained two seats on the governing board of the hospital. TMH assists with recruitment of doctors, clinical education, and administrative support in order to ensure availability of quality care to local residents.
TMH/FSU Residency Programs

FAMILY MEDICINE

INTERNAL MEDICINE
Tallahassee Memorial and Florida State University Physician Residency Programs

Tallahassee Memorial contributes millions of dollars each year to the clinical education of healthcare professionals. This includes training for Florida State University College of Medicine students, Florida Agricultural & Mechanical University pharmacy students, hands-on experience for nurses from many different nursing schools throughout North Florida and South Georgia, and continuing medical education for physicians in our region.

The Tallahassee Memorial Family Medicine Residency Program trains physicians who have graduated from medical school in the specialty of Family Medicine. The Family Medicine Residency Program has produced 342 graduates since its inception in 1973. Of those, 147 have chosen to remain in TMH's service area helping to ensure access to primary healthcare of residents of the Big Bend.

In the fall of 2011, Tallahassee Memorial and the FSU College of Medicine established a joint internal medicine residency program for the Big Bend region. The Internal Medicine Residency Program currently has 23 residents to continually improve access to care in the region.

During the CHNA implementation phase, TMH will develop an architectural plan for a Physician Education Training facility.

Mission critical medical education programs in Tallahassee are growing at a rate where more space is required to carry out their vital work. The FSU College of Medicine’s Tallahassee Regional Medical School Campus, Tallahassee Memorial’s Family Medicine Residency Program, and Internal Medicine Residency Program are seeking to collocate programs in one medical education building to enhance educational benefits, learning experiences, and bring space efficiencies for the medical community and, in particular, the FSU/TMH medical student and medical resident community. Tallahassee Memorial is donating 3.1 acres of its campus for the three floor, 72,000 square foot building. Also during the CHNA implementation phase, TMH will incorporate population health assessment and health improvement planning into the Family Medicine Residency
Program by including resident involvement in Tallahassee Memorial’s Colleague Wellness Program and TMH’s Transition Center.

Tallahassee Memorial is continuing to develop programming for this tactic during the next year.

During the CHNA implementation phase, TMH planned for the addition of a Surgical Residency Program.

In early 2014, the Tallahassee Memorial HealthCare Board of Directors and the Florida State University College of Medicine announced plans to create a general surgery residency program in Tallahassee. The program, expected to produce two new general surgeons a year when at full capacity, is the first surgery residency program in Northwest Florida.
IMPROVING POPULATION HEALTH

- Improve asthma health
- Improve metabolic health
- Improve mental health
- Improve maternal/fetal health
- Improve cancer health
- Improve cardiovascular health
Tallahassee Memorial adopted a new five-year strategic plan in 2013. The improvement of our region’s health status is highlighted in our new vision and mission statements.

Vision:  Leading our community to be the healthiest in the nation.

Mission:  Transforming Care.
          Advancing Health.
          Improving Lives.

The new mission and vision require a new strategic focus on planning that enables TMH to build systems and cultivate relationships that improve effective and affordable health management. The goal is to work with the community to evolve a regional care delivery model engaging populations in preventive and health management while providing coordinated care across preventive, ambulatory, inpatient and post acute care settings.

Our focus is to proactively engage the community and other healthcare providers in managing the high utilizing segment of the population. Another focus will be to develop a health care delivery system that includes self-management interventions so targeted populations can make behavioral changes over time to address both illness and long term health.

The vision of Tallahassee Memorial is to lead the community to be the healthiest in the nation. As such, TMH provides community health education and services, and develops collaborative partnerships to address the following health needs of the population:

- Improve Metabolic Health
- Improve Maternal/Fetal Health
- Improve Cardiovascular Health
- Improve Cancer Health
- Improve Mental Health
- Improve Asthma Health
Improving Metabolic Health

The Tallahassee Memorial Diabetes Center was established at the direction of local endocrinologists to improve the educational experience of patients. Our comprehensive outpatient Diabetes Center is staffed with nurses and dieticians who are certified as diabetes educators.

Two of our Primary Service Area counties (Leon and Gadsden) fall into the bottom quartile of Florida counties for percentage of overweight adults, with rates ranging from 3-4.6 percentage points higher than the Florida state rate. Three counties (Wakulla, Gadsden, and Jefferson) fall into the bottom quartile of Florida counties for percentage of obese adults, with rates ranging from 9.1-10 percentage points about the Florida state rate. Tallahassee Memorial is actively involved in helping adults and children in our region achieve greater metabolic health.

During the CHNA implementation phase TMH continued its long-term partnership between its Diabetes Center and Leon County school health nurses and school health assistants to provide annual pediatric diabetes education. The school health staff, in turn, collaborated with the Diabetes Center educators and medical directors on health management plans for children with diabetes in the schools. This program has effectively reduced diabetes-related emergencies in the schools and has led to better health management for children. The program is a model for school health trainings throughout the state of Florida. This training and collaboration serve as a springboard for other health education initiatives.

Two training sessions for Leon County school nurses and assistants occurred during Summer, 2014. Over 25 health care providers were trained. Dr. Kelley Lang replaced Dr. Angelina Cain on the School County School Health Advisory Committee.

During the CHNA implementation phase TMH continued its annual sponsorship of “Stomp Out Type 2 Diabetes” – a partnership with Leon County schools and other community organizations to promote fun physical activities and health awareness education among Leon County students and their families to prevent diabetes.

Tallahassee Memorial was an active sponsor and participant for the Stomp Out Type 2 Diabetes program targeted at Leon County school students, and their families, to promote healthy weight and eating behaviors, thereby preventing diabetes and obesity.

During the CHNA implementation phase the Diabetes Center offered ongoing
community nutrition lectures at no charge and identified expanded location and settings
to target underserved populations.

TMH offered several nutrition lectures to the public in partnership with the Leon County
Extension Agency during the spring of 2014. These lectures were held at a variety of
local community locations, such as the Chaires Community Center, Jake Gaither
Community Center, Fort Braden Community Center, Premier Health & Fitness Center,
Tallahassee Senior Center, Leon County Public Library, and the Leon County Health
Department.

During the CHNA implementation phase, TMH served as an advocate for more
community employers to invest in work site wellness initiatives.

The Diabetes and Bariatric Centers have been assisting a local wellness coordinator
(Mary Barley) in offering diabetes and nutrition worksite wellness talks through our
“Conversation Map” trainings at various worksites. These have been very successful
and as of August 2014, TMH has completed six sessions with several more planned in
the future.

Also during the CHNA implementation phase, Tallahassee Memorial will be a
community advocate for more “walkable” communities where community development
includes walking and biking areas as well as community sidewalk access. Tallahassee
Memorial will also develop a TMH healthy workplace environment model that can be
replicated in other organizations and communities, and develop partnerships with local
restaurants to provide and promote healthy options.

Tallahassee Memorial is continuing to develop programming for this tactic during the
next year.

During the CHNA implementation phase, TMH continued to provide Diabetes Center
outreach sites in Monticello, Quincy, Crawfordville, and Florida State University.

Diabetes education continues to be offered monthly at Florida State University.
Diabetes education is offered monthly in Quincy, and at least twice a month in
Monticello and Crawfordville.
During the CHNA implementation phase, Tallahassee Memorial continued its 20-year sponsorship of the Florida Diabetes Camp for children with diabetes.

The Centenary Camp for children with Diabetes was held June 24-28, 2014. TMH provides scholarships that allow children with diabetes to attend a fun and educational Diabetes Camp offered each summer. Children from Leon, Gadsden, and other neighboring counties, including some in Georgia, attended in 2014.

During the CHNA implementation phase, TMH continued its sponsorship and involvement with Working Well, a local group of work site wellness program initiatives.

Tallahassee Memorial’s sponsorship in Working Well continues.

During the CHNA implementation phase, TMH will participate in Imagine Tallahassee, a grassroots initiative providing citizens with an opportunity to brand their community.

The work of Imagine Tallahassee was completed during the first year of the implementation phase.

Also, during the CHNA implementation phase the Diabetes Center continued to provide medically managed weight loss programs through the Tallahassee Memorial Bariatric Center.

Dr. Kelley Lang replaced Dr. Angelina Cain as the director of the Tallahassee Memorial Bariatric Center. Obesity is the second leading cause of preventable death in the United States after smoking. The Bariatric Center is committed to treating obesity through a team approach that is customized to the patient.

Finally, during the CHNA implementation phase, Tallahassee Memorial continued to grow its Lipid Clinic.

Elizabeth Ford, ARNP, has joined the team at the Tallahassee Memorial Lipid Center. Wait times for newly referred patients with lipid disorders should be decreased with the addition of an ARNP.
Improving Maternal/Fetal Health

Tallahassee Memorial is proud to be the region’s leader in maternity services, with more than 75% of babies born in the Big Bend delivered here at the Alexander D. Brickler, MD Women’s Pavilion. We are the only hospital in Tallahassee currently working to obtain the Baby-Friendly Hospital designation. This is a global program that recognizes hospital and birthing centers offering an optimal level of care for infant feeding and mother/baby bonding.

Data available from the Florida Department of Health, Vital Statistics, 2013, shows that two counties in the Primary Service Area (Leon and Gadsden) fall into the bottom quartile of Florida counties for Infant Death rates, with rates ranging from 1.9 percentage points above Florida’s state rate of 6.3 infant deaths/1000 live births in Leon County, to 3.7 percentage points above the state rate in Gadsden County. A deeper dive into the data reveals that greater disparities exist when comparing infant death rates by race. Leon county shows disparity in the African American race with 13.5 infant deaths/1000 live births compared to the state rate for African American infant deaths of 12.7/1000 live births (+.8 percentage points) and to the White Leon county rate of 5.6/1000 and state death rate of 5.5/1000 live births (+8 percentage points).

In Jefferson County, disparity works the other direction with White infant deaths far exceeding African American infant death with rates of 16.7 and 7.2, respectively. Jefferson County white infant death rate is 9.2 percentage points higher than the Florida state average of 5.5 deaths/1000 live births. The Jefferson County African American infant death rate is 5.5 percentage points better than the Florida rate of 12.7/1000 live African American births.

Fetal death rates in Gadsden and Jefferson counties also exceed the Florida state rate by .9-1.9 percentage points. Greater disparities exist for Fetal Infant Deaths within the White population, with rates ranging from 8.5 percentage points higher than the state rate of 3.3 to 12.9 percentage points higher in these two counties respectively.

Three counties (Leon, Gadsden, and Jefferson) fall into the bottom quartile of Florida counties for infants born with low birth weight, ranging from .7 percentage points to 2.4 percentage points above the state rate of 8.7 low birth weight infants/1000 live births. Gadsden and Jefferson counties have significantly higher rates for Births to Teens (15-19) than the Florida state rate of 20.6/1000 live births. Rates run 23.4 percentage points and 8.4 percentage points higher than the state rate in these two counties respectively.

During the CHNA implementation phase, Tallahassee Memorial provided our Diabetes Center services for women with pre and post partum gestational diabetes.

The Gestational Diabetes Management (GDM) program at the Diabetes Center serves women with gestational diabetes in Gadsden, Jefferson, Leon, Madison, Taylor and Wakulla counties. From October 2013 to September 2014, the Diabetes Center has
seen 248 patients with GDM for education and management training totaling 896 visits. The average birth weight is 7.5 lbs., which is an encouraging outcome.

_During the CHNA implementation phase TMH continued to support the March of Dimes._

The colleagues at Tallahassee Memorial participate in the March of Dimes fundraising walk annually and most recently in April, 2014. TMH colleagues collected a walk total in the amount of $19,938.88, plus a sponsorship from Tallahassee Memorial. Some of the funding stays in Tallahassee and part of the funding is used for medical research. Tallahassee Memorial received a $5,000 grant in FY 2013 for safe sleep education for patients in the Neonatal Intensive Care Unit (NICU). The March of Dimes also proves a monthly dinner for the NICU parents at TMH. Current campaigns include support for education of health care providers and consumers against non-medically indicated inductions before 39 weeks. These deliveries will be a Tallahassee Memorial core measure for data collection in FY 2015.

_During the CHNA implementation phase TMH continued its participation in various community health fairs to reach childbearing population with maternal fetal education and information._

Tallahassee Memorial’s Women & Children’s Services has participated in several health fairs. Women & Children’s Services has collaborated with the Director of Colleague Well-Being to determine the demographics of the participants of the health fairs to better improve resource distribution.

_During the CHNA implementation phase Tallahassee Memorial Women & Children’s Services continued to participate in the annual Tallahassee Memorial Baby & Family Fair._

Participation in the TMH Baby & Family Fair was extensive. It included Labor & Deliver, the Neonatal Intensive Care Unit, Family Care Unit, Lactation Services, and the Children’s Center. The Baby & Family Fair is an educational and exciting health event for both expectant moms and dads and families with children of all ages. It showcases products and services for those who are making important decisions about pregnancy, childbirth and raising a family. Over 500 families participated in the Baby & Family Fair this year.
During the CHNA implementation phase, TMH will participate in the Health Summit 2014 in Leon County.

There was not a Health Summit held in 2014.

During the CHNA implementation phase, Tallahassee Memorial Women & Children’s Services improved availability and access to perinatal classes related to breastfeeding, outpatient breastfeeding support and Safe Sleep safety.

Breastfeeding classes at A Woman’s Place have been expanded to include another monthly date if registrations exceed capacity. Referrals to the lactation consultants have risen over the past six months from 380/395 per month to 540/591 per month. Group participation has risen from 116/130 breastfeeding mothers to 540/591 breastfeeding mothers per month. Safe sleep is addressed at discharge with each mother and family, and a reminder card with the safe sleeping position and update of information is given in the discharge booklet.

During the CHNA implementation phase, Tallahassee Memorial Women & Children’s Services provided evidence-based care to childbearing women in the perinatal hospital setting.

Tallahassee Memorial’s Family Care Unit provides documentation in the medical record for non-medical infant formula feedings for breastfeeding mothers. The Children’s Center also supports breastfeeding mothers with food trays and snacks to enhance milk production and mothers are provided with a hospital-grade breast pump.

During the CHNA implementation phase, TMH launched a Labor & Delivery Unit initiative to begin skin-to-skin contact of mother and newborn for a minimum of 60 minutes after delivery to promote initial breastfeeding.
All mothers who choose to breastfeed and who have full-term healthy newborns are offered the opportunity provide skin-to-skin contact with their newborn during the first 60 minutes of birth. This has become a standard practice in our Labor & Delivery Unit—rarely do mothers choose not to provide this care.

*During the CHNA implementation phase, Tallahassee Memorial will provide documentation and analysis of reasons for the provision of non-medical infant formula feedings for breastfeeding mothers on TMH’s Family Care Unit.*

The Cerner documentation system was modified to provide a place for the Family Care Unit nurse to document the reason for providing infant formula to a breastfeeding mother. A Quarterly audit is now completed. The quarterly data is reviewed by the OB CNS.

![Reason for Formula Documented](chart)

*During the CHNA implementation phase, TMH began a new initiative in the Neonatal Intensive Care Unit (NICU) to increase breast milk pumping and administration by 10%.*

Pumping has increased in the NICU due to more mothers choosing to breastfeed their newborn and pump and store breast milk. An electric breast pump is provided to all mothers of NICU babies within 4-6 hours of birth.

*During the CHNA implementation phase, Tallahassee Memorial supported breastfeeding mothers with food trays and snacks during inpatient hospital stays to enhance milk production and provided the availability of a hospital-grade breast pump.*

TMH provides nutritious food during hospital stays along with snacks. Nesters who have been discharged as an inpatient, but who have a baby in the Neonatal Intensive Care Unit have been provided with a food tray if they are breastfeeding. The Ronald McDonald House also provides breast pumps.

*During the CHNA implementation phase, TMH continued to participate in the Fetal Infant Mortality Review (FIMR) each month with Capital Area Healthy Start Coalition.*
Tallahassee Memorial’s Neonatal Intensive Care Unit, Family Care Unit, Labor & Delivery Unit, Children’s Center, and Pediatrics Intensive Care Unit participate each month in the case review for fetal infant mortality. TMH facilitates these meetings by providing space and also sponsors five lunches a year for the community multi-agency meeting.

*During the CHNA implementation phase, Tallahassee Memorial continued to collaborate with the Capital Area Healthy Start Coalition to provide Preconception Professional Education.*

Tallahassee Memorial sponsored a Preconception Health Medical Conference at the Florida State University College of Medicine in Winter, 2014. Many community physicians, nurses and other community leaders participated in this educational opportunity. Preconception health is the best way to provide preventative service and care for women planning to become pregnant. Healthier mothers equal healthier babies.

*During the CHNA implementation phase, TMH continued to collaborate with the Whole Child Leon Coalition and work with its steering committee.*

Tallahassee Memorial attended monthly meetings with Whole Child Leon and helped facilitate updates of community service changes to providers by providing access to pediatric department meetings.

*During the CHNA implementation phase, Tallahassee Memorial will continue to support the local March of Dimes Chapters and collaborate in programs that impact low birth weight infants.*

TMH representative serves on local March of Dimes Board. TMH participates in fund-raising, contributes as a sponsor and participates the spring Walk.

*During the CHNA implementation phase TMH continued to support the Down Syndrome Association.*

Tallahassee Memorial is an annual sponsor of Down Syndrome Association of Tallahassee’s Buddy Walk. Children and adults with Down syndrome, along with their families and friends, and TMH colleagues take part in a one-mile advocacy walk demonstrating their support of the acceptance and inclusion of people with Down syndrome.

*During the CHNA implementation phase Tallahassee Memorial expanded its Breast Feeding Support Group.*

TMH has re-branded the support group as “Milk with Mommy”. Each new mother receives a post-card in the postpartum discharge information education packet about this support group.

Resource phone numbers have also been included for other local support groups.
During the CHNA implementation phase TMH expanded its lactation support to the community by providing outpatient visits for mothers experiencing breastfeeding problems and continued to conduct follow-up phone calls to recently discharged mothers who are breastfeeding.

The IBCLC (International Breastfeeding Certified Lactation Consultant) receives phone calls related to problems with breastfeeding. Some calls are handled over the phone and others require an outpatient visit.

During the CHNA implementation phase Tallahassee Memorial will join the Florida Perinatal Quality Improvement Collaborative for Obstetric Hemorrhage.

The Tallahassee Memorial NICU attended a quality collaborative meeting in FY 2013. Presently, the NICU is waiting for an application, but has received approval for funding for this Collaborative.

During the CHNA implementation phase, TMH continued its participation with the Capital Area Breastfeeding Coalition.

Tallahassee Memorial’s lactation consultants participate in the Capital Area Breastfeeding Coalition’s monthly meetings. TMH sponsored events in August, 2014 to promote World Breastfeeding Week in the community. Education and awareness assists the community in the normalization of breastfeeding. The WIC program participates in this coalition.

During the CHNA implementation phase, Tallahassee Memorial continued to collaborate with the WIC program in county health departments.

TMH has received a grant from the state of Florida administered by the local county health department for baby friendly accreditation efforts.

During the CHNA implementation phase, Tallahassee Memorial continued to collaborate with African-American area churches to educate women about Safe Sleep for babies, and the importance of breastfeeding.

TMH reached out all area African-American churches whose pastors participated in the Tallahassee Memorial Focus Group luncheons in 2013 and 2014. No individual programs were requested or provided. The Women & Children’s Services’ colleagues have participated in several health fairs conducted by the churches, but coordinated through TMH.

Finally, during the CHNA implementation phase, TMH implemented a structured nurse-led discharge program using a patient/family education format and self management plan for children admitted to the Children’s Center with acute asthma or readmission to the Children’s Center for asthma.
The Tallahassee Memorial Children’s Center has developed a patient and family education nurse-led discharge-teaching program for childhood asthma this year. Plans are to educate the Children’s Center Unit and then set an implementation date.
Improving in Cardiovascular Health

While Leon County compares favorably, or better than, the state rates for most cardiovascular health indicators, the neighboring counties do not. Two counties (Gadsden and Jefferson) fall into the bottom quartile of Florida counties for Heart Failure Deaths with rates 5 percentage points higher than the state rate of 9/100K population. Jefferson County also falls into the bottom quartile for Stroke Deaths, with rating of 15.7 percentage points higher than the state average of 31.5 deaths/100K population. Gadsden, Jefferson and Wakulla counties each have elevated ratings of health risk factors such as hypertension, high cholesterol and smoking that fall into the bottom quartile of Florida state rates.

*During the CHNA implementation phase, Tallahassee Memorial continued community education events, lectures, health fairs focusing on middle and high schools, senior centers, large employers, and churches.*

TMH is invested in helping the community achieve greater cardiovascular health through educational initiatives and corporate sponsorships. The Tallahassee Memorial Heart & Vascular Center conducted 25-community education and screening events in 2014, touching 5,906 lives. The Diabetes and Lipid Centers have participated in several health fairs to promote education and awareness of cardiovascular disease prevention through diabetes and lipid management, and healthy eating and activity choices. TMH also sponsored local school events such as the Lincoln High School Battle of the Bands, Challenger Learning Center heart health education, and Hands Only CPR training to local Girl Scouts Troup 677.

*During the CHNA implementation phase, TMH continued its partnerships with county EMS addressing early identification and intervention in stroke and heart attack.*

Tallahassee Memorial Heart & Vascular Center colleagues participated in their annual continuing education event addressing heart attacks, and the Tallahassee Memorial Neuroscience Center provided stroke education. TMH colleagues attend a monthly STEMI review where they talk about cases and collaborate on ideas to improve pre- and post-hospital. The Heart & Vascular Center is working on a grant specific to minorities that could increase awareness about the importance of bystander Hands Only CPR. Collaborative community education on increasing awareness about heart attack and cardiovascular disease occurred at all the Alpha Phi Foundation events, the Press the Chest event, and the Battle of the Bands event.

*During the CHNA implementation phase, Tallahassee Memorial will expand continuing medical education to primary care physicians and EMS providers.*

Tallahassee Memorial is continuing to develop programming for this tactic during the next year.
During the CHNA implementation phase, TMH will collaborate with the Alpha Phi Foundation through grant and partnerships with Leon County EMS to provide layperson CPR training to 600 women in Leon County.

Tallahassee Memorial held multiple CPR training sessions, providing training to approximately 500 people with kits funded by the Alpha Phi Foundation grant.

During the CHNA implementation phase, Tallahassee Memorial continued to be a corporate sponsor of the annual Big Bend American Heart Association Heart Walk.

Tallahassee Memorial colleagues also raised $31,000 for the American Heart Association, earning the title of Top Fundraising Team in the Big Bend Heart Walk.
Improving in Cancer Health

Data available from Florida Department of Health, Vital Statistics, and University of FL (Miami) Medical School, FL Cancer Data System, show that each of the four counties in the primary service area have three cancer health status indicators falling into the bottom quartile of Florida counties.

Cancer Incidence rates/100K population for Breast Cancer are significantly above the state rate of 113.9 in Gadsden, Leon, and Jefferson counties, with rates of 8-20 percentage points higher than Florida’s state rate. The incidence rate for cervical cancer is also in the lowest quartile in Gadsden County, 7.3 percentage points above the state rate of 9-incidences/100K population. Leon and Jefferson counties have Prostate Cancer incidence rates in the bottom quartile with ratings higher than the state rate ranging from 13.2-24.7 percentage points, respectively.

Cancer Death rates/100K population for select cancers fall at the bottom quartile for Prostate Cancer (Gadsden, Jefferson and Leon), Breast Cancer (Jefferson & Gadsden), and Melanoma (Leon). While Lung Cancer death rates fall in the bottom quartile for only Wakulla County, 22.1 percentage points above state rate of 45.4/100K population, two other counties (Gadsden & Jefferson) have rates higher than the state rate by 5 percentage points, and 10.7 percentage points, respectively.

Interesting race disparities exist in Cancer Death rates in the primary service area. While the age-adjusted death rate for overall cancer is highest in the African-American race in Leon County (59 percentage points higher than the White rate), the cancer death rate in the White population is higher in surrounding counties (by 309 percent points in Wakulla County, and 90 percentage points in Jefferson County). The specific cancers with the largest race disparities in death rates/100K population are in the White population for Breast Cancer (Wakulla and Jefferson) and Lung Cancer (Wakulla and Gadsden). African American death rate disparities exist in Prostate Cancer (all 4 counties) and Colorectal Cancer (Wakulla, Leon & Jefferson).

Tallahassee Memorial has been the Big Bend’s leader in cancer care. We were accredited by the American College of Surgeon’s Commission on Cancer in 1951, making us the longest continuously accredited community hospital cancer program in Florida. We are affiliated with UF Health for cancer care to expand the resources, education and research available in the Big Bend Region.

During the CHNA implementation phase, Tallahassee Memorial will continue to provide free prostate cancer screenings (DRE & PSA blood test).

TMH did not provide prostate screenings in 2014.

During the CHNA implementation phase, Tallahassee Memorial continued to support the American Cancer Society.
The Cancer Center partnered with the American Cancer Society to provide “Look Good Feel Better” classes for 75 cancer patients, educating them about how to use make-up, wigs, and head coverings during their treatments.

*During the CHNA implementation phase TMH continued to support the Leukemia & Lymphoma Society.*

In 2014, Tallahassee Memorial started a Leukemia & Lymphoma Society Support Group and also participated and sponsored the Leukemia & Lymphoma Society’s Light the Night Walk.

*During the CHNA implementation phase the Tallahassee Memorial Cancer Center provided community education and screening events.*

The Tallahassee Memorial Cancer Center participated in over 34 health fairs and community screening events in 2014.

*During the CHNA implementation phase, the Cancer Center partnered with community and state entities to provide cancer screenings as they became available.*

In partnership with Tallahassee Ear, Nose & Throat, the Cancer Center screened over 80 patients, five of who were notified for follow up appointments.

*During the CHNA implementation phase, the Cancer Center continued to partner with schools, universities, and businesses to further educate the community about the health risks of tobacco use and the availability of smoking cessation programs and tools.*

The Tallahassee Memorial Cancer Center has provided six six-week smoking cessation classes in FY 2014, with over 52 attendees. Of those, only about 10% have successfully quit. This is not out of the ordinary as statistics show it takes a person seven attempts to quit before they are successful.

*During the CHNA implementation phase, the Cancer Center targeted high-risk populations with additional education and discussion about cancer symptoms, prevention, detection and treatment, and worked with community partners and payers to expand access to screenings such as mammography, lung cancer, and CT screenings.*

The Cancer Center continues to target high-risk populations with education and discussion about cancer symptoms, prevention, detection, and treatment options. The Sharon Ewing Breast Health Center, in association with the Tallahassee Memorial Family Medicine Residency Program, Radiology Associates, and Florida A&M University, is conducting a three-year study on Mammography Screening targeting mostly under/uninsured African-American women over the age of 40. Free mammograms were provided to over 175 women through this grant.
Improving Mental Health

Tallahassee Memorial offers the most comprehensive mental health services and treatments in North Florida, South Georgia and Southeastern Alabama. We provide support for substance abuse and mental health disorders for adults and children. We are specially trained to care for complex mental health disorders, such as depression, anxiety, schizophrenia and substance abuse, as well as co-occurring disorders.

*During the CHNA implementation phase, TMH continued to support the Florida Alliance for the Mentally Ill.*

*During the CHNA implementation phase, Tallahassee Memorial continued to support the Tallahassee Alliance for the Mentally Ill.*

*During the CHNA implementation phase, TMH supported employer provided mental health services through its Employee Assistance Program.*

Tallahassee Memorial offers an Employee Assistance Program, not just to our colleagues, but also as a service to organizations within the Big Bend region. The Employee Assistance Program has 24 employer contracts, including TMH, serving a total of 17,000 employees with an estimated 18,000 total lives. EAP provides services to employee family members.

*During the CHNA implementation phase, TMH continued work with the Apalachee Center, Turnabout, Disc Village and private providers of psychiatric services.*

In addition to participating in over 35 community events to provide education for mental health and substance abuse programs, we continue to work with the Apalachee Center, Turnabout, Disc Village and other private providers of psychiatric services.

*During the CHNA implementation phase, the Tallahassee Memorial Behavioral Health Center continued to work with regional law enforcement for crisis intervention training.*

Crisis intervention training with regional law enforcement is ongoing at the Behavioral Health Center and new law enforcement officers cycle through the Behavioral Health Center on a quarterly basis.

*During the CHNA implementation phase TMH established a process to increase the number of acute care discharges receiving a follow-up appointment upon discharge.*

Tallahassee Memorial has established a system of tracking discharges to ensure information flows from our episode of care to the next level of care. The Behavioral Health Center has increased its focus on providing outpatient flow up within a seven-day timeframe.
Improving Asthma Health

Data from FloridaCharts, FL Dept of Health, Bureau of Epidemiology, and Florida Agency for Health Care Administration, 2009-2011 data, shows that Wakulla County and Gadsden County fall into the bottom quartile of Florida counties for Asthma health status indicators. The rate of Adults with Asthma (Wakulla) is 5.8 percentage points above the state’s percentage of adults with Asthma (8.3%) and Gadsden County falls into the bottom quartile for Asthma age-adjusted hospitalization rates with the rate being 66.5 percentage points above the state rate/100K population of 775.1/100K population.

While Leon County data shows an overall rate for Asthma incidence and asthma age-adjusted hospitalizations that are lower than the state rates, a deeper dive shows a disparate incidence in hospitalization for Asthma and Emergency Department visits within the African American population, with rates 1:1 and 2:3 respectively.

*During the CHNA implementation phase, Tallahassee Memorial continued to partner with community resources, including schools, churches, and employers, to provide asthma education and screening.*

Throughout 2014, Tallahassee Memorial partnered with primary schools, local universities, senior citizen centers, Boys & Girls Clubs, and organizational health and wellness fairs in the region to provide awareness and screenings for asthma and chronic lower lung disease to the community.

*During the CHNA implementation phase, TMH partnered with primary care providers to raise asthma awareness and offer resources to assist with implementing sustainable asthma screening and management programs in the primary care setting.*

Memorial respiratory therapists visited regional physicians to ensure that spirometry was performed per proper technique and the best results were achieved for accurate diagnosis.

Tactics such as these increased and will continue to increase asthma awareness within the community, improve asthma self-management skills, and decrease asthma emergencies requiring an emergency department visit or an admission to a hospital.