

Community Health Needs Assessment 2018 Key Findings & Recommendations

Factors to Note

- In 2015 UMH engaged in paid services of the National Center for Rural Health Works Oklahoma Cooperative Extension Service at Oklahoma State University resulting in a more detailed analysis of the hospital's economic impact. In 2018 the NCRHW online economic impact tool was utilized producing a much more compact study.
 - 2018 study did not include the economic impact of physician practices.
 - 2018 study did not include secondary impact from any large construction projects.
- In the CHNA completed in 2015, 591 surveys were completed and 2018's study included only 115 completes. The large difference in survey completions stemmed from the absence of a steering committee. Participation was seen from each county in the service region.

Key Findings

- UMH was identified as the facility the largest percent of respondents visited for services; followed by Methodist Healthcare System in San Antonio and Medina Regional Hospital in Hondo.
- Respondents felt like the top three most needed services in our area are:

1. Mental Health	2. Cardiology	3. Urology
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 "Other" was the most selected choice but included written answers like "do not need other services" or "I don't know" or "none."
- Over half of respondents answered that they use a physician in Uvalde for routine healthcare, and 87% of those respondents stated they are able to get an appointment when needed.
- The three most prominent conditions respondents have were:

A. High Blood Pressure	B. Overweight/obesity	C. High Cholesterol
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- Resources lacking to manage health conditions were noted as money and insurance.
- The idea of an after-hours care facility was very well received but response to a "cash only policy" produced hesitation.
- Respondents were largely receptive to supporting a hospital district and capital campaign for a new building project (47%, 60% respectively).

Recommendations

- Find out more detailed information on what the community would like to see for:
 1. Service Lines - Mental Health, Cardiology, Urology, Dermatology
 2. Education/Classes - Alcohol Overuse, Drug Addiction, Mental Health Issues, Teen Pregnancy
 3. Insurance - Most widely used plans within service area
- Utilize social media platforms, such as Facebook, to create polls to dive deeper. Examples:
 - Service Lines: Would you utilize urology services in Uvalde?
 - Classes: What classes would you like to see? Most convenient days/times?
 - Insurance/Money: Are we in-network with your insurance provider? Is money an issue because of your insurance not being in-network, or because of the price of the service?
- Work with local employers to ensure UMH is in-network with plans they provide and provide education for employers and their staff on general health related material, as well as our services.
 - Revamp and reinstate the UvalCare Program
- Establish basic fundraising tools for organization-wide efforts that can translate into a larger campaign with the new building project.
- Utilize a committee for 2021 CHNA to increase the reach of the assessment and increase survey response

Stadar Pillar	UMH 2018 - 2019 Strategic Initiatives	2018 - 2019 Action Steps	Key Performance Indicators	By When (Due Date from start of fiscal year)	Internal/External Resources Needed	Recommendations
Finance	Investigate alliances and joint ventures that benefit our community.					
		Conduct market analysis of out-migration by service line for gaps in services offered in Uvalde.		3 months	Finance Team; Market Study through CHNA	
		Develop viable partners/joint venture list and begin discovery meetings		5 months	Research other similar hospital's arrangements and conduct CEO/Leadership Team meetings with facilities	
		Involve Community in feedback sessions		6 - 8 months	Conduct forums/stakeholder focus groups through board, c-suite	Develop key questions to answer such as what will this mean for HC in Uvalde County, will my costs increase, will we lose the community hospital experience, etc.?
		Announce alliance plans to community		9 - 12 months	Hospital open house, Community presentations, Public relations through website, advertising, etc.	
Growth	Reengage community to use our services					Tie this initiative in closely with the scholarship/teen pregnancy effort. That will demonstrate community engagement by UMH as a key partner in the community's health.
		Negotiate better rate with BCBS		6 months	CEO/Finance/Political Advocacy through board/THA	
		Conduct community survey through CHNA to determine population preferences for healthcare access	A metric could be to increase the community response rate by a certain percentage over the prior CHNA.	?		Answer the question: Why do I seek my healthcare outside of Uvalde county?
		Form Community Health Partnership program with School District/Higher education, Business Community, Economic Development Corporation, Service & Community Organizations utilizing the 'Take Action Model'	Quarterly Meetings Scheduled with this group with specific recommendations of outcomes to influence over the next year.	3 months	Leadership Team/Board	
		Initiate full scale PR campaign	Planned media buys allocated in budget. Tie results to out-migration/HCAPS scores or other metrics.	5 months	Outside PR firm in conjunction with in-house marketing function.	
Finance	Advocate for sustainable and viable rural health care					I would explore use of the word 'advocate' and determine if this really means 'stability' for UMH. During the discussion this action step came out of the finance pillar's discussion, it seemed to align most directly with the partnership/joint venture conversation. I would recommend discussing again with the senior leadership team to see if there are some new angles to this one or if it would roll up better into the first strategic initiative now that some time has passed.
Service	Obtain board approval to establish a scholarship fund for girls ages 15 - 19 in Uvalde County					
		Engage school district leadership in dialogue about public health issue of high teen pregnancy rate	Develop an action plan with components that are school-based and those that are health-education based through UMH	4 months		
		Fundraising and operations for funding	Conduct a needs assessment of fundraising capacity to comparison of other UMH fundraising programs to establish.	4 months		Involve the fundraising team in planning conversations early on. Where will this 'live', what UMH department 'owns' this initiative?
		Define 1st, 2nd, 3rd year goals for # of awards and funding needed	Define the % increase in funding, # of awarded scholarships, funding sources, etc.	6 months		
		Develop process for applications and approval (memorial naming)		6 months		

Uvalde Memorial Hospital
2018 Strategic Planning Workshop Notes

2018 Strategic Priorities:

1. Investigate alliances and joint ventures.
2. Reengage community to use our services.
3. Advocate for sustainable and viable health care.
4. Board approval for scholarship.
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Other Ideas:

1. Stay innovative and forward thinking.
2. Determine financially sustainable services needed in community.
3. Advocate for sustainable and viable resources.
4. Consumer focus groups.
5. Increase outreach for community health services.
6. Teen pregnancy initiatives (education, outreach, scholarship).
7. Leadership training and development.
8. Customer service development (ensure trust in community).
9. Invest in resources for management training and development.
10. Board engagement with school board.

5 Pillars

GROWTH

Vision Statement: Uvalde Memorial Hospital: Our One Stop Shop.

Action Steps:

1. Determine/explore financially sustainable services needed in the community. [1 vote]
2. Stay innovative and forward thinking. [3 votes]
3. **Reengage community to use our services [6 votes]**

SERVICE

Vision Statement: Uvalde Memorial Hospital is recognized as a leader in service to its community for improving teen health, education and welfare.

Action Steps:

1. **Board approval for establishment of scholarship fund. [3 votes]**
 - a. Develop process for apps and approval (memorial naming)

- b. Fundraising and operations for funding
2. Board members engage with school board to strategize plan to reduce teen pregnancies. [3 votes]
3. Collaborate with local colleges to target programs of need for awards/scholarships. [0 votes]

QUALITY

Vision Statement: To be the provider of choice.

Action Steps:

1. Encourage leadership training for all employees (conference, outsourced training). [2 votes]
2. State of art equipment/facility. [0 votes]
3. Consumer focus group. [2 votes]

PEOPLE

Vision Statement: Consistently improve patient care to achieve patient satisfaction.

Action Steps:

1. Educate: communication, patient care, and patient satisfaction. [2 votes]
2. Increase outreach community health opportunities. [2 votes]
3. Instill trust in the community by achieving a high level of quality health care. [0 votes]

FINANCE

Vision Statement: Strong, secure and stable for the future health care of our community.

Action Steps:

- 1. Advocate for sustainable and viable rural health care. [3 votes]**
- 2. Investigate alliances and joint ventures that benefit our community. [6 votes]**
3. Invest in resources and continuing education for employers and managers – develop leaders. [0 votes]