



WENTWORTH-DOUGLASS
HOSPITAL

MASSACHUSETTS GENERAL HOSPITAL SUBSIDIARY

2019
Community Health Needs Assessment
Implementation Strategy

Wentworth-Douglass Hospital CHNA Implementation Strategy

Adopted by the Wentworth-Douglass Hospital Governing Board on: May 6, 2019

This document describes how Wentworth-Douglass Hospital (WDH or the hospital) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital on September 30, 2019, and available at <https://www.wdhospital.org/wdh/about-wdh/giving-back>.

The implementation strategy describes how the hospital plans to address significant community health needs in fiscal years 2020 through 2022.

The 2019 CHNA report and this implementation strategy were undertaken by the hospital to assess and address significant community health needs, and in accordance with Internal Revenue Service (IRS) regulations in Section 501(r) of the Internal Revenue Code.

This implementation strategy addresses the significant community health needs described in the CHNA report. It identifies significant needs the hospital plans to address through various strategic initiatives and articulates why the hospital does not plan to address other needs identified in that report.

Wentworth-Douglass Hospital reserves the right to amend this implementation strategy as circumstances warrant. Certain community health needs may become more pronounced during the next three years and merit enhancements to the described strategic initiatives. Alternatively, other organizations may decide to increase resources devoted to addressing one or more of the significant community health needs, and as a result the hospital may amend its strategies and focus on other identified needs.

The document contains the following information:

1. About Wentworth-Douglass Hospital
2. Definition of the Community Served
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Needs Wentworth-Douglass Hospital Will Not Address
6. Implementation Strategy Adoption

1. About Wentworth-Douglass Hospital

Wentworth-Douglass Hospital is a nationally recognized, not-for-profit charitable health care organization located in the Seacoast community of Dover, New Hampshire, with a 110-year history of compassionate care and innovation.

Serving its communities since 1906, Wentworth-Douglass is a family of over 400 providers, and 2,300 employees, including nearly 500 nurses, and 200 volunteers dedicated to the health, safety, and well-being of residents and visitors to the Seacoast area of New Hampshire and Southern Maine. Wentworth-Douglass Hospital includes a 178-bed Magnet® Recognized hospital, several urgent care and walk-in care facilities, multiple testing centers, 36 Wentworth Health Partners primary care and specialty care provider practices, The Works Health and Fitness Center and the Wentworth-Douglass Foundation. In 2017, Wentworth-Douglass Hospital joined the Massachusetts General Hospital family and Partners HealthCare system.

Wentworth-Douglass Hospital offers advanced technologies including the latest in minimally invasive surgery, including the daVinci® surgical robot, the conforMIS knee replacement, and more. The Seacoast Cancer Center offers the most comprehensive cancer care in the Seacoast, providing medical oncology, immunotherapy and radiation oncology treatment. The Hospital is certified as a Level III Adult and Pediatric Trauma center.

The organization's statement of vision, mission, values, and focus is included below.

Vision

Wentworth-Douglass Hospital will be the regional hub for health care services on the Seacoast of New Hampshire and York County, Maine. We will be recognized for the breadth of clinical services provided, the quality of clinical outcomes, and the value of health care services delivered.

Mission

We partner with individuals and families to attain their highest level of health.

Values

Teamwork, Integrity, Excellence, Respect and Caring

Focus

Patient Experience - *People, Service, Facility*

Quality - *Quality & Safety*

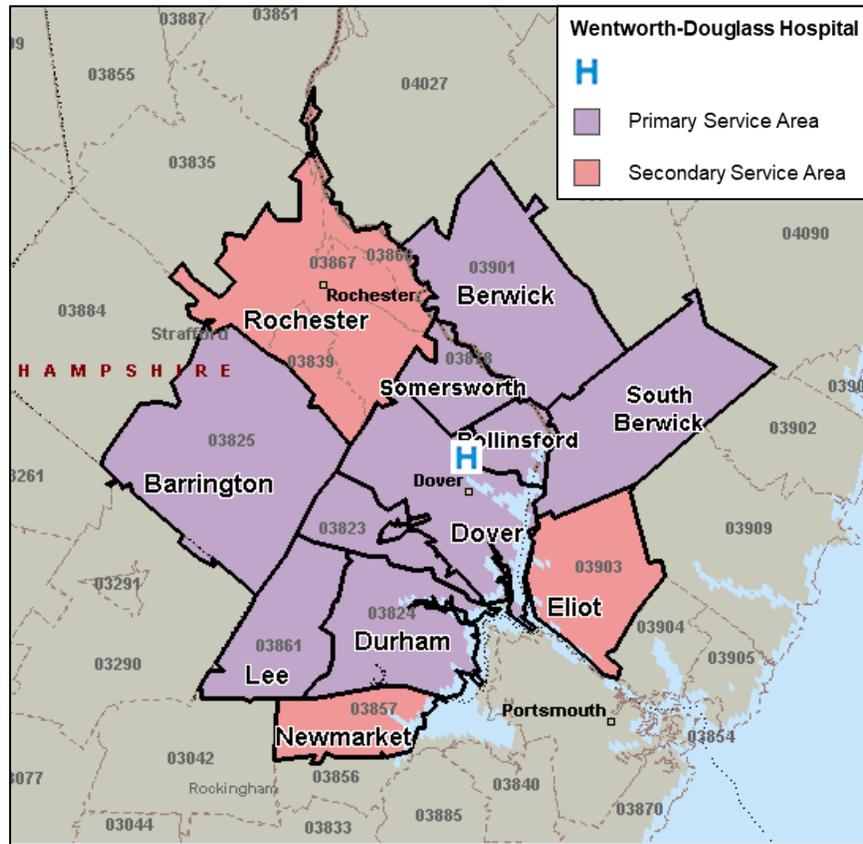
Cost-effectiveness - *Innovation & Finance*

Additional information about the hospital and its services is available at <https://www.wdhospital.org/wdh>.

2. Definition of the Community Served

For purposes of this report, WDH's community is defined as fourteen ZIP Codes representing twelve towns across Rockingham and Strafford counties in New Hampshire and York County in Maine. The twelve towns are Dover (NH), Somersworth (NH), Barrington (NH), Berwick (ME), South Berwick (ME), Durham (NH), Rollinsford (NH), Lee (NH), Madbury (NH), Rochester (NH), Newmarket (NH), and Eliot (ME).

The community is mapped below. In FY 2018, over 73 percent of the hospital's inpatient discharges and over 74 percent of the hospital's emergency department visits originated from this area.



In 2019, the community was estimated to have a population of approximately 140,000 persons.

3. Summary of Significant Community Health Needs

Wentworth-Douglass Hospital's 2019 CHNA identified a number of significant health needs in the community. The CHNA process considered and assessed a wide range of primary and secondary data sources, including structured interviews with persons who represent the broad interests of the community and those with expertise in public health, and assessments and studies prepared by other organizations. The CHNA report identified nine health needs as significant in the community, as described below.

Significant Community Health Needs Identified in the 2019 CHNA

- Access to Health Services
- Heart Disease and Stroke
- Mental Health
- Nutrition, Physical Activity, and Obesity
- Older Adults
- Oral Health
- Social Determinants (*Basic Needs & Transportation*)
- Substance Abuse
- Tobacco Use

4. Implementation Strategy to Address Significant Health Needs

This implementation strategy describes how Wentworth-Douglass Hospital plans to address the significant community health needs identified in the 2019 CHNA. The hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for Wentworth-Douglass Hospital to address:

- The extent to which the hospital has resources and competencies to address the need;
- The impact that the hospital could have on the need;
- The frequency with which stakeholders identified the need as a significant priority; and
- The extent of community support for the hospital to address the issue and potential for partnerships to address the issue.

By applying these criteria, the hospital determined that it will address the significant health needs identified by Y (for Yes) in the table that follows. Issues identified by N (for No) represent issues that the hospital does not plan to directly address during the 2020-2022 time period. However, interventions may indirectly impact multiple significant health needs.

Significant Community Health Needs Identified in the 2019 CHNA	Intend to Address (Y/ N)
Access to Health Services	Y
Heart Disease and Stroke	Y
Mental Health	Y
Nutrition, Physical Activity, and Obesity	Y
Older Adults	Y
Oral Health	Y
Social Determinants (Basic Needs & Transportation)	Y
Substance Abuse	Y
Tobacco Use	Y

Wentworth-Douglass Hospital has a proud tradition of serving our community and providing significant resources towards community benefit activities. Over the next three years, the hospital plans to continue this commitment as we strive to better serve our community. For each significant health need that the hospital intends to address, the following strategy describes:

- Actions Wentworth-Douglass Hospital intends to take, including programs and resources it plans to commit;
- Planned collaborations between the hospital and other organizations; and
- Anticipated impact of these actions and a plan to evaluate that impact.¹

¹ Metrics used to assess initiatives include frequency measures, such as the number of services provided. While it is hoped that the intended impact will improve community health, identifying valid outcomes-based impact measures is difficult for multiple reasons, including lags in data collection, analysis, and reporting of community health indicators by independent measures of changes. Adding to the difficulty in measuring outcomes-based impact includes the size of the community population, changes in the population through in-migration and out-migration,

Access to Health Services

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Provide financial assistance to individuals and families receiving services from Wentworth-Douglass Hospital and Wentworth Health Partners
2. Maintain participation in Medicaid, although payments for services provided to Medicaid patients are traditionally less than the cost to provide these services
3. Provide Marketplace and Medicaid (New Hampshire and Maine) enrollment assistance and educational resources to increase awareness of these programs
4. Develop and implement educational offerings related to general insurance literacy, Medicare enrollment, and financial resource availability
5. Maintain and/or expand current service offerings for timely access to health care, including walk-in services
6. Maintain and/or expand access to primary care and specialty providers, including pediatric subspecialty services
7. Identify the demand for Level II nursery services
8. Offer community educational programs and/or screening events (at least 6 per year)
9. Enhance utilization of training programs at the Wentworth-Douglass Simulation Center to enhance health care delivery of providers, emergency responders, and increase health knowledge of community members

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Wentworth Health Partners
- Alltran
- ServiceLink
- Other community organizations (as appropriate)

Planned commitments of resources: Planned commitments of resources include support of the hospital's financial assistance program and educational events. Planned commitments of resources also include in-kind support, such as financial shortfalls for providing services to Medicaid enrollees and use of facilities by individuals attending support groups.

Anticipated Impacts: The anticipated impact of these initiatives is the increased utilization of services from individuals receiving financial assistance. Marketplace enrollment assistance will increase access to health coverage, and increasing awareness of financial assistance resources will help community members to better access existing programs and services. Wentworth-Douglass Hospital and its affiliated physician practices (Wentworth Health Partners) will also continue to recruit high quality providers and care team members to maintain and/or expand access and reduce wait times. These initiatives are also expected to increase the availability and quality of health education for patients, providers, and community members. The public use of the Simulation Center for community members is expected to benefit members of Emergency

and changes in the overall environment. Furthermore, assessing the causal impact of any correlation between this activity and outcome measures may not be possible.

Services, new graduate nursing students, and other potential groups such as post-acute care providers, school nurses, and families who may deal with emergency health situations.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2022.

Heart Disease and Stroke

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Participate in the Strafford County Public Health Advisory Council and associated community awareness and prevention activities pertaining to Heart Disease and Stroke
2. Offer educational events and risk screenings at least once per year targeted at both cardiovascular health and stroke awareness and prevention

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Strafford County Public Health Advisory Council
- Other community organizations (as appropriate)

Planned commitments of resources: Planned commitments of resources include support for many activities, such as the annual Women's Heart Health event and ongoing health screening and educational events. Planned commitments of resources also include participation in the Strafford County Public Health Advisory Council and associated subcommittee meetings and events.

Anticipated Impacts: The anticipated impact of these initiatives is increased awareness of heart disease and stroke, as well as improved health of community residents.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2022.

Mental Health

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Maintain and/or expand mental health services through Wentworth Health Partners' integrated behavioral health practice and Great Bay Mental Health
2. Increase mental health provider coverage through the addition of one or more child psychologist(s) and one or more child / adolescent counselor(s)
3. Explore opportunities to improve mental health in children / adolescents via community partnerships, such as collaboration with one or more local schools
4. Participate in community-based efforts to improve access to mental health and substance abuse treatment services, such as The Doorway, and the Integrated Delivery Network
5. Fund community grants (as appropriate) to support mental health programs
6. Educate state and regional level policy makers about mental health issues and the demand for inpatient and outpatient treatment services
7. Offer educational programming for staff and providers to improve understanding of mental health needs and available resources

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Wentworth Health Partners
- Community Partners
- Greater Seacoast Community Health (Formerly Goodwin Community Health and Families First)
- Local Emergency Medical Services
- Local Law Enforcement Agencies
- Schools
- Other agencies participating in the Integrated Delivery Network
- Other private mental health organizations (as appropriate)

Planned commitments of resources: Planned commitments of resources include support for many activities, such as increased access to behavioral health treatment.

Anticipated Impacts: The anticipated impact of these initiatives is the improved mental health of community residents, particularly in children and adolescents.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2022.

Nutrition, Physical Activity, and Obesity

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Explore opportunities to enhance nutrition, physical activity, and weight management service offerings via community partnerships, such as collaboration with one or more local schools
2. Maintain and/or expand weight management and bariatric surgery services
3. Increase educational offerings related to nutrition, physical activity, and obesity
4. Maintain and/or expand wellness-focused programs for children and youth at The Works Family Health and Fitness Center (summer camp, nature trail, after school programs, etc.)
5. Maintain and/or expand the Patient & Family Learning Center, including health coaching services
6. Maintain participation in the Center for Disease Control's National Diabetes Prevention Program

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Wentworth Health Partners
- The Works Family Health and Fitness Center
- The Foundation for Healthy Communities
- Recreational centers / programs and youth programs
- Other community organizations (as appropriate)

Planned commitments of resources: Planned commitments of resources include support for many activities, such as increased educational offerings, weight management and nutrition services, and children's programming designed to increase physical activity.

Anticipated Impacts: The anticipated impact of these initiatives is the improved health of community residents.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2022.

Older Adults

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Maintain and/or expand supportive and palliative care services
2. Maintain and/or expand care management services
3. Identify the demand for geriatric mental health services or geriatric medicine
4. Provide educational offerings related to advanced care planning
5. Explore opportunities to address medication management, including prescription management and de-prescribing

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Wentworth Health Partners
- Local skilled nursing facilities
- Local home care organizations
- Local hospice organizations
- Other community organizations (as appropriate)

Planned commitments of resources: Planned commitments of resources include support for supportive and palliative care and care management services.

Anticipated Impacts: The anticipated impact of these initiatives is the improved health of older community residents.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2022.

Oral Health

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Maintain support for the Wentworth Community Dental Center
2. Identify the demand for expanded oral surgery services
3. Provide educational offerings related to dental health

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Wentworth Community Dental Center
- Wentworth Health Partners
- Wentworth-Douglass Foundation
- Schools
- Other community organizations (as appropriate)

Planned commitments of resources: Planned commitments of resources include support for many activities, such as dental screenings and cleanings provided by the Wentworth Community Dental Center, and educational services to schools and community groups about the importance of oral health. Support for oral surgery services for appropriate patients is provided by the Wentworth-Douglass Foundation.

Anticipated Impacts: The Wentworth Community Dental Center, supported by the Hospital and the Foundation, currently treats approximately 3,000 patients per year and improves access to dental care for community members who may not otherwise be able to afford care. Similar impacts are anticipated.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2022.

Social Determinants (*Basic Needs & Transportation*)

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Maintain Care Van transportation services for Wentworth-Douglass Hospital patients (in accordance with program guidelines)
2. Explore opportunities to expand transportation services in collaboration with community partners
3. Educate community members and stakeholders about unmet basic needs in the community, including affordable housing
4. Participate in community-based efforts to improve access to basic needs
5. Fund community grants (as appropriate) to support access to basic needs and transportation
6. Maintain and/or expand social work services at Wentworth-Douglass Hospital and Wentworth Health Partners

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Alliance for Community Transportation
- C & J Trailways
- Circulation Lyft (via Partners Healthcare)
- My Friend's Place
- Partners Healthcare
- Strafford County Homeless Shelter
- Other community organizations (as appropriate)

Planned commitments of resources: Planned commitments of resources include support for many activities, such as funding of the Care Van program and social work services.

Anticipated Impacts: The continuation and expansion of transportation services will allow Wentworth-Douglass to increase access to health care services. Demand for the Care Van service has continued to increase to over 15,000 patient trips per year.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2022.

Substance Abuse

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

1. Maintain and/or expand substance abuse screening, counseling, referral, treatment, and prevention services through Wentworth Health Partners' integrated behavioral health practice, Great Bay Mental Health, and The Doorway
2. Participate in community-based efforts to improve access to mental health and substance abuse treatment services, such as The Doorway, and the Integrated Delivery Network
3. Fund community grants (as appropriate) to support community substance abuse prevention and treatment programs
4. Explore opportunities to expand outpatient substance abuse treatment and recovery options within the community (such as medication-assisted treatment)
5. Educate community members and stakeholders about substance use disorders and the demand for treatment services
6. Offer educational programming for staff and providers to improve understanding of substance abuse and available resources

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Wentworth Health Partners
- The Doorway
- Community Partners
- Dover Youth 2 Youth
- Greater Seacoast Community Health (Formerly Goodwin Community Health and Families First)
- Hope on Haven Hill
- Local Emergency Medical Services
- Local Law Enforcement Agencies
- Schools
- SOS Recovery Community Organization
- Southeastern New Hampshire Alcohol & Drug Abuse Services
- Triangle Club
- Other agencies participating in the Integrated Delivery Network

Planned commitments of resources: Planned commitments of resources include support for many activities, such as screening, counseling, treatment, education, and prevention.

Anticipated Impacts: Expanding access to substance abuse counseling and treatment services and participating in collaborative community efforts to address behavioral health needs specific to substance misuse will allow Wentworth-Douglass Hospital to increase access to additional patients and will allow for more comprehensive care delivery and patient and provider education.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2022.

Tobacco Use

To address this need, Wentworth-Douglass Hospital will undertake the following program initiatives:

- Maintain tobacco cessation counseling services (including vaping use cessation)
- Participate in the American Lung Association’s “Freedom From Smoking” program (at least twice per year)
- Offer educational programming and outreach focused on the risks of tobacco use (including vaping use)
- Maintain and/or expand tobacco use screening and education in affiliated primary and specialty care offices

Planned Collaborations: In implementing the above initiatives, Wentworth-Douglass Hospital anticipates collaborating with the following organizations:

- Wentworth Health Partners
- Dover Youth 2 Youth
- Schools
- Other community organizations (as appropriate)

Planned commitments of resources: Planned commitments of resources include support for tobacco cessation services and screenings.

Anticipated Impacts: The anticipated impact of these initiatives is the improved health of community residents.

Evaluation Plan: Wentworth-Douglass Hospital will assess the impact of the above initiatives annually and as part of the community health needs assessment it will conduct in 2022.

5. Needs Wentworth-Douglass Hospital Will Not Address

Wentworth-Douglass Hospital is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits. Although there are reasons an organization may not address one or more significant needs identified in the CHNA (as included in the list below), Wentworth-Douglass Hospital has determined it will address all of the significant health needs identified during the 2019 CHNA development process.

Reasons for not addressing a need include ones identified by the Internal Revenue Service (IRS):

- Resource constraints,
- Relative lack of expertise or competencies to effectively address the need,
- A relatively low priority assigned to the need,
- A lack of identified effective interventions to address the need, and/or
- The fact that the need is being addressed by other facilities or organizations in the community.

Wentworth-Douglass Hospital reserves the right to amend this implementation strategy as circumstances warrant.

6. Implementation Strategy Adoption

The Board of Directors for Wentworth-Douglass Hospital reviewed and adopted this plan at its May 6, 2019 board meeting.