FISCAL YEAR 2019

SUBURBAN HOSPITAL IMPLEMENTATION STRATEGY

In Response to the Community Health Needs Assessment
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Introduction</td>
</tr>
<tr>
<td>4-5</td>
<td>Background</td>
</tr>
<tr>
<td>6</td>
<td>Key Terms</td>
</tr>
<tr>
<td>7-8</td>
<td>The Community We Serve</td>
</tr>
<tr>
<td>9</td>
<td>Suburban's Commitment</td>
</tr>
<tr>
<td>10</td>
<td>Lenses: A View of the Whole Person</td>
</tr>
<tr>
<td>11-13</td>
<td>Heart Disease</td>
</tr>
<tr>
<td>14-15</td>
<td>Diabetes</td>
</tr>
<tr>
<td>16-17</td>
<td>Behavioral Health</td>
</tr>
<tr>
<td>18-19</td>
<td>Cancer</td>
</tr>
<tr>
<td>20-21</td>
<td>Unintentional Injury</td>
</tr>
<tr>
<td>22-23</td>
<td>Infections</td>
</tr>
<tr>
<td>24</td>
<td>Measurement</td>
</tr>
<tr>
<td>25</td>
<td>Acknowledgements</td>
</tr>
</tbody>
</table>
Suburban Hospital is a community-based, not-for-profit hospital serving Montgomery County, Maryland and the surrounding area since 1943. The hospital provides all major services except obstetrics. One of nine regional trauma centers in Maryland, the Hospital is the state-designated level II trauma center for Montgomery County with a fully equipped helipad. Suburban Hospital’s Emergency/Shock Trauma Center treats more than 45,000 patients a year.

The Hospital’s primary services include:
- Comprehensive cancer and radiation oncology center accredited by the American College of Surgeons Commission on Cancer;
- Heart center providing specialty cardiac surgery, elective and emergency angioplasty as well as inpatient diagnostic and rehabilitation services;
- Orthopedics with joint replacement and physical rehabilitation;
- Behavioral health;
- Neurosciences including a designation as a Primary Stroke Center and a 24/7 stroke team;
- Pediatrics and senior care programs.

Suburban Hospital has achieved the Gold Seal of Approval™ by The Joint Commission for its joint replacement program. Other offerings include a state-of-the-art diagnostic pathology and radiology departments; an Addiction Treatment Center with detoxification, inpatient and outpatient programs for adolescents and adults; prevention and wellness programs; and a free physician referral service (Suburban On-Call). During fiscal year 2019, Suburban Hospital was licensed to operate 226 acute care beds and had 13,506 inpatient admissions. In 2019, Suburban received the prestigious Magnet designation for nursing excellence from the American Nurses Credentialing Center.
BACKGROUND

COMMUNITY HEALTH NEEDS ASSESSMENT

Under Section 501(c)(3) of the Internal Revenue Code, non-profit hospitals may qualify for tax-exempt status if they meet certain federal requirements. In addition to the general requirements, the 2010 Patient Protection and Affordable Care Act (ACA) included additional obligations specifically for hospital facilities, one being the provision of a Community Health Needs Assessment (CHNA) and associated implementation strategy once every three years.

In Fiscal Year 2019, Suburban Hospital conducted its third CHNA since the implementation of these requirements. The CHNA utilizes scientifically-valid health indicators and comparative information to identify the most important health issues affecting the community in which the hospital operates, an area referred to as the Community Benefit Service Area (CBSA).

Health issues identified were prioritized based on primary and secondary data and stakeholder input. The 2019 CHNA prioritized the following five health priorities:

- Behavioral health;
- Cancer;
- Diabetes;
- Heart disease;
- Infections, and
- Unintentional injury.

The full report is available to the public at www.SuburbanHospital.org.
BACKGROUND

IMPLEMENTATION STRATEGY

This report describes Suburban Hospital’s implementation strategy for addressing the significant health needs in the CBSA in order to improve health status and quality of care, while building upon and strengthening the community’s existing infrastructure of services and providers. In accordance with IRS Section 501(r)(3), Community Health Needs Assessment for Charitable Hospital Organizations, this report represents Suburban Hospital's written plan to describe how it will address each identified health need, specifically noting the actions the hospital intends to take and the anticipated impact of these actions. The report lists the resources committed to address each health need, as well as planned collaboration between the hospital facility and other organizations to address the needs.

Suburban Hospital's work is not conducted in a silo. Where possible, efforts are taken to align other initiatives with the shared mission of improving the health of Montgomery County. The County's health improvement process is referred to as Healthy Montgomery. As a result of using similar data sources and stakeholders in setting local priorities over the years, the summary of key findings is similar, if not identical across both assessments.
KEY TERMS

The following terms are used throughout this report to clarify how the community health implementation plan operates:

**DESIRED OUTCOME**

The observed short- to mid-term effects of an activity or output.

**IMPACT**

The degree to which an outcome is attributable to the activities completed and not confounding factors.

**STRATEGY**

A plan of action outlined to achieve the desired outcome, recognizing that additional steps are required in coordination with both internal and external stakeholders to achieve progress toward long-term impact.

**INTERSECTING STRATEGIES**

A set of strategies that apply to multiple health priorities.

**ACTION PLAN**

A set of steps taken to accomplish a given strategy.

**PARTNERSHIPS**

Internal and external stakeholders committed to strategies that align with common desired outcomes to improve community health.
Suburban Hospital is located in Montgomery County, Maryland, which shares the northern border of the nation’s capital. With a population of 1.05 million people, Montgomery County represents nearly 12% of the state’s population of 6.05 million. Due to its proximity to Washington, DC, the county has a richly diverse community, of which nearly 40% speak a language other than English at home. Sixty percent of residents are White, 19.7% are Black or African American, and 15.6% are Asian. Montgomery County also has the largest population of Hispanics/Latinos in the state, at 19.6% of the total population.
Montgomery County has an aging population. Fifteen percent of the population is 65 years or older. The average life expectancy for county residents is 84.8 years, which is longer than that of the state (79.1 years).

The target population strongly influences the way in which Suburban Hospital approaches community health improvement and implementation strategies to address its identified health priorities. Because such an in-depth and deliberate approach was taken to define the community benefit service area, it is applied consistently throughout this report unless expressly stated.

Specific activities may target a select population, such as those age 65 and older, or people who are uninsured. As previously noted, regardless of the people addressed in any specific element of the implementation strategy, health equity is embedded throughout all of Suburban Hospital’s health improvement work. To live out our mission of improving health with skill and compassion, it is imperative, that we ensure everyone has the opportunity to live a healthier life, regardless of who they are, where they live, or how much money they earn.
SUBURBAN'S COMMITMENT

Suburban Hospital dedicates a variety of resources to carry out its implementation strategy. This strategy is encompassed within the hospital’s community benefit process, which measures all activities that exceed the hospital's charge of direct patient care and operations. Community benefit is a planned, organized and measured approach by a non-profit health care organization to meet identified community health needs within its service area. Resources are grouped and measured across several areas, including mission-driven health care services, community health services and community-building activities, among others. These activities represent the Hospital's commitment to identified community needs in the form of time spent addressing health improvement above and beyond a typical scope of work. In addition to delivering high-quality clinical care, our employees dedicate their time providing health education in the community, volunteering at specialty care clinics and organizing learning activities to support physical activity and mentorship for youth. To learn more about how Suburban Hospital utilizes a strategic, thoughtful approach to health improvement in the community, refer to the Community Health Improvement Report at www.suburbanhospital.org.
LENSES: A VIEW OF THE WHOLE PERSON

The World Health Organization (WHO) defines health as a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. This definition aligns firmly with the hospital’s mission to improve health with skill and compassion. The 2019 CHNA identified health priorities as a set of diseases or conditions, Suburban Hospital fully acknowledges that health improvement addresses the whole person and not just their health condition. An individual’s overall health is linked not just to the medical care they receive, but to the conditions in which they live, learn, work and play. These conditions are also known as social determinants of health. To fulfill the WHO definition of health, Suburban Hospital applies three lenses through which the whole person is viewed: access to care, healthy behaviors and health equity. These lenses are used to sharpen the focus on the complex health needs of the community, while also highlighting and leveraging the vast wealth of resources in Montgomery County. Suburban Hospital defines these lenses as the following and applies them in this report, CHNA and Community Benefit Report (CBR):

**Access to Care**: Create opportunities to enable and promote connections across health care, social services and public health systems to meet the needs of individuals and communities.

**Healthy Behaviors**: Provide individuals and families with the knowledge and tools to make choices that lead to the healthiest lives possible.

**Health Equity**: Ensure that everyone has the opportunity to live a healthier life, no matter who they are, where they live, or how much money they make.
HEART DISEASE

Cardiovascular Disease (CVD) is not a single disease, but an umbrella term for multiple conditions that involve the narrowing or blockage of the blood vessels of the heart, brain and circulatory system.

Impact

Reduce the mortality rate from heart disease and stroke

Desired Outcomes

1. Individuals understand the risks associated with their condition
2. Individuals with poorly or uncontrolled hypertension are identified
3. Identified individuals are referred to a provider and linked to ongoing health and wellness programs for monitoring

Strategies

1. Increase access to specialty heart care, management and treatment for vulnerable populations

2. Prevent and reduce chronic disease by focusing on risk factors, such as social determinants of health, with a specific focus on congestive heart failure (CHF)

Partnerships

- American Heart Association
- American Lung Association
- Benjamin Gaither Center
- Friendship Heights Village Center
- Glenarden Senior Nutrition Program
- Holiday Park Senior Center
- Lakeview House Apartments
- Margaret Schweinhaut Senior Center
- Mobile Medical Care, Inc.
- Montgomery County Department of Health and Human Services
- National Institutes of Health
- Prince George's County Department of Recreation
- Rockville Senior Center
- Spellman House Apartments
- Waverly House Apartments
HEART DISEASE

ACTION PLAN

Provide free or low-cost access to specialty providers, diagnostic screenings, treatment and rehabilitation

- MobileMed/NIH Heart Clinic at Suburban Hospital
- Johns Hopkins Community Physicians Heart Care

Create ongoing opportunities to connect 1:1 with a health professional to assess risks and receive counseling

- Blood pressure screenings at Montgomery County and Prince George's County Senior Activity Centers and housing units
- HeartWell Know Your Numbers clinics

Deliver ongoing opportunities for individuals to eat better and move more

- Cooking demonstrations
- Dine, Learn & Move
- Gentle Yoga for Seniors
- Healthy Choices
- Healthy Weigh
- Nutrition One-on-One
- Pilates for Seniors
- Senior Shape
- Tai Chi
- Yoga From the Heart
HEART DISEASE

ACTION PLAN, CON'T

Provide ongoing health education seminars and classes

- Aging in Place Forums
- Annual Women's Health Symposium
- Annual Women's Health Symposium
- Chronic Disease Self-Management Program
- Community seminars at Senior Activity Centers

Connect CHF patients to clinical access points

- HeartWell Know Your Numbers clinics
- Deployment of Transition Guide Nurses for care management
DIABETES

Diabetes is a disease that occurs when blood glucose, or blood sugar, is too high because the body does not properly process food for use as energy.

Impact

Reduce diabetes prevalence and associated health complications

Desired Outcomes

1. Individuals understand the risks associated with their condition
2. Individuals with diabetes are referred to an appropriate disease prevention or management program

Strategies

1. Increase awareness of risk factors associated with diabetes by facilitating linkages to available resources

2. Increase access to endocrine specialty care, management and treatment for vulnerable populations

Partnerships

- Health Quality Innovators
- Juvenile Diabetes Research Foundation
- Mobile Medical Care, Inc.
- Montgomery County Department of Recreation
- National Institutes of Health - National Institute of Diabetes and Digestive and Kidney Diseases
DIABETES

ACTION PLAN

Deliver ongoing health education seminars, classes and 1:1 counseling

- Annual Diabetes Symposium
- Education Classes/Programs
  - Diabetes A-Z
  - Diabetes Fine-Tuning
  - Diabetes Self-Management Class (in English & Spanish)
  - Healthy Choices
  - Healthy Weigh
  - Pre-Diabetes Action
  - Thrive 365

Provide support groups

- Type 1 Peer Support Group
- Diabetes Support and Continuing Education Meetings

INTERSECTING STRATEGIES

In alignment with the Montgomery County Community Health Implementation Plan, several of Suburban Hospital’s strategies within the Heart Disease and Diabetes priorities intersect. Chronic diseases, such as heart disease, diabetes, obesity and cancers, can be addressed more effectively through combined diet and physical activity promotion programs. As such, the following action plans are mirrored for both Heart Disease and Diabetes.

- 1:1 counseling
- Ongoing physical activity programs
- Cooking demonstrations
BEHAVIORAL HEALTH

Behavioral health is a blanket term that includes mental health. It describes the connection between behaviors and the health and well-being of the body, mind and spirit. It includes how diseases such as substance use disorders impact physical and mental health.

Impact

A supportive culture in which mental and behavioral health barriers are broken

Desired Outcome

1. Decrease stigma surrounding behavioral health conditions and substance use disorders
2. Facilitate access to services available in Montgomery County

Strategies

1. Expand and promote population-specific community-based programming

2. Link patients in need of behavioral and mental health services to appropriate community resources

Partnerships

- Bette Carol Thompson Scotland Recreation Center
- EveryMind
- Girls on the Run Montgomery County
- Montgomery County Department of Health and Human Services
  - Office of Aging and Disability Services
  - Screening and Access Services for Children and Adolescents
- National Alliance on Mental Illness
- The Mindfulness Center
BEHAVIORAL HEALTH

ACTION PLAN

Deliver ongoing programs and initiatives that foster social and emotional support

- #JustGirls Social Club
- Parenting Seminars
- Parent and Teen Substance Abuse Education Classes
- Senior Fitness Programs
- Support Groups
- Village Ambassador Alliance

Residents with significant behavioral health needs will have equitable access to effective, clinically appropriate treatment

- Suburban Hospital
  - Addiction Treatment Center
  - Behavioral Health Services
  - Crisis Intervention Team
  - Screening, Brief Intervention and Referral to Treatment (SBIRT)
  - Suburban On-Call
- Mindoula Care Coordination

INTERSECTING STRATEGIES

In recognition of the Montgomery County Department of Health and Human Services report, A Collective Vision for Behavioral Health in Montgomery County, Maryland, Suburban Hospital will leverage opportunities to align with findings identified to have cross-cutting themes that span the behavioral health continuum. For example, building a sense of community and belonging and fighting the stigmas associated with mental and behavioral health conditions. In addition to addressing these issues within the Behavioral Health priority, these themes are addressed within our population-specific programming for seniors, youth, and those who speak a language other than English.
Cancer

Malignant neoplasms, or cancer, are a group of diseases characterized by uncontrolled growth and spread of abnormal cells.

Impacts

- Reduce the cancer mortality rate
- Increase cancer survivorship rates

Desired Outcomes

1. Increase awareness of risk factors associated with cancer
2. Increase the rate of screenings that lead to early detection
3. Increase utilization of existing cancer prevention and treatment services and resources at the community level

Strategies

1. Support initiatives that encourage behavior changes that reduce the risk of cancer

2. Ensure that individuals screened are referred to a provider, if appropriate, for necessary follow up

Partnerships

- American Lung Association
- Greater Washington Chapter of Hadassah
- Look Good, Feel Better program
- Montgomery County Cancer Crusade
- Montgomery County Public and Private Schools
- Sidney J. Malawer Memorial Foundation
CANCER

ACTION PLAN

Deliver ongoing health education seminars, classes and support groups

- Annual Cancer Symposia
  - Breast
  - Prostate
- Check It Out (breast cancer awareness program)
- Freedom from Smoking
- Look Good, Feel Better program
- Support Groups:
  - Facing Forward (Breast Cancer)
  - Head and Neck Cancer
  - Prostate Cancer
  - Talk and Walk (Breast Cancer)
- Yoga for Cancer Survivors

Provide access to preventative cancer screenings

- Oral, Head and Neck
- Skin
UNINTENTIONAL INJURY

Unintentional injuries, or accidents, include events such as motor vehicle crashes or falls. They affect everyone, regardless of age, race or economic status.

Impact

Reduce the rate of preventable fall-related injuries among older adults

Desired Outcome

1. Reduce emergency department visits through enrollment and participation in senior fitness classes
2. Increase the capacity of villages to serve as champions of injury prevention among older adults

Strategies

1. Support healthy aging initiatives with a focus on those that build and maintain strong, healthy bodies

2. Champion aging-in-place initiatives by reducing barriers for villages to serve as a neighborhood resource

Partnerships

- Benjamin Gaither Center
- Bethesda Regional Service Center
- Clara Barton Community Center
- Holiday Park Senior Center
- Margaret Schweinhaut Senior Center
- Montgomery County Department of Health and Human Services
  - Office of Aging and Disability Services
- National Institute on Aging at NIH - Go4Life
- North Potomac Community Center
- Potomac Community Center
- Prince George’s County Department of Recreation
- Suburban Hospital
  - Physical Medicine
  - Trauma
- Wisconsin Place Community Recreation Center
UNINTENTIONAL INJURY

ACTION PLAN

Deliver evidence-based fall prevention programming

- Balancing Act
- Stepping On

INTERSECTING STRATEGIES

The ongoing fitness classes delivered on behalf of Suburban Hospital focus on four elements of physical health: balance, endurance, flexibility and strength. Incorporating each type in a regular fitness routine enhances functional health for older adults, in addition to chronic disease prevention and management, as described previously.

Deliver ongoing physical activity programming that focuses on improved balance

- Gentle Yoga for Seniors
- Pilates for Seniors
- Senior Shape
- Tai Chi
- Yoga From the Heart
INFECTIONS

An infection is an invasion and multiplication of microorganisms such as bacteria, viruses and parasites that are not normally present within the body. In many cases, it may cause no observable symptoms but can often result in a more severe condition called septicemia, the body’s response to an infection. Infections commonly treated at Suburban include pneumonia, influenza and urinary tract infections.

Impact

Older adults are able to recognize signs and symptoms of serious infection and seek appropriate treatment to avoid hospitalization.

Desired Outcome

1. Increase in awareness of risk factors and signs of infection among older adults

Strategy

1. Link individuals identified with high risk of infection to appropriate resources

2. Expand interventions that support healthy behaviors based on discharge disposition, e.g., to home, to managed care facility, etc.

Partnerships

- Sepsis Alliance
- Suburban Hospital
  - Sepsis Treatment Management Team (STAT)
  - Transition Guide Nursing
INFECTIONS

ACTION PLAN

Build and deliver disposition-specific and community-based programming to increase awareness of the risks and warning signs of sepsis

- Education seminars at Senior Centers
- Deployment of Transition Guide Nurses for care management
- Village Ambassador Alliance
MEASUREMENT

BENCHMARKING PROGRESS

The CHNA is a deliberate, thoughtful approach to identifying the most pressing needs to be addressed for community health improvement. To efficiently and effectively utilize the resources committed by the hospital, particularly in the new era of health care, the actions outlined in the implementation strategy seek to create positive, measurable, and financially-responsible improvements that benefit the community in each priority area as well as overall.

Operating in a complex, multifaceted health care system, it is often difficult for one organization or entity to create a direct association between their actions and any observable change. To the extent possible, Suburban Hospital utilizes evidence-based approaches to evaluate its programs and initiatives. Each set of steps laid out in the implementation plan has an associated structure for measuring change, the progress of which will be reported in the 2021 needs assessment. Reportable measurements will be tied to desired outcomes. Examples of measurements are pre- and post- surveys and evaluations to identify changes in behaviors. Tracking and comparing attendance and number of events indicate the level of engagement. Year-to-year, additional activities are added to a growing schedule of opportunities to learn, move and engage. Much of the measurement conducted by Suburban Hospital is included in the annual Community Benefit Report, which tracks the hospital’s planned activities to address identified health needs. In addition to viewing health improvement at the hospital level, many indicators are linked to the 25 core measures included in the Montgomery County Community Health Improvement Process, or CHIP. When working towards shared outcomes, Suburban Hospital can apply a collective impact model to its health improvement strategies.

Suburban Hospital acknowledges that health improvement is fluid and ever-changing. For that reason, assessment is ongoing and will be monitored, evaluated and tailored throughout the three-years. Our existence in a complex system of social and political factors is one facet of an environment of health and well-being in Montgomery County. We are honored to have served our community with skill and compassion for the past 75 years, and we will continue to grow and evolve with and for our community to meet its needs.
ACKNOWLEDGEMENTS

COLLABORATION & SUPPORT

Suburban Hospital’s 2019 Community Health Needs Assessment and Implementation Strategy was coordinated and conducted by Community Health and Wellness with support from Hospital Executive Staff and the Board of Trustees.

A special thanks to the Community Health and Wellness Division:

Eleni Antzoulatos, MPH
Supervisor, Community Health and Wellness Operations

Sara Demetriou, CHES
Coordinator, Health Initiatives and Community Partnerships

Kate McGrail, MPH
Program Manager, Health Outcomes and Evaluation

Patricia Rios, MPH
Manager, Community Health Improvement

Monique Sanfuentes, MA, MBA
Administrative Director, Community Affairs and Population Health

Additional gratitude is extended to the following, whose valuable contributions shaped this product:

Analisa Encinas  Charin Khan
Reviewer        Consultant

Kelechi Ezealaji  Margaret McFarland
Consultant       Consultant

Alexandra Gagno  John McInerney
Consultant       Reviewer

Judith Macon, RN, MA
Reviewer