

Duke University Hospital

Community Health Needs Assessment and Implementation Plan

FY19 Progress and FY20 Implementation Plans

INTRODUCTION

In 1925, James B. Duke willed \$4 Million to establish Duke University Hospital (DUH) and its medical and nursing schools. His goal: to improve health care in the Carolinas, then a poor rural region lacking in hospitals and health care providers. Duke Hospital has devoted itself to that goal ever since, making sure that people across the region are able to get the medical care they need regardless of their ability to pay. Duke is both the predominant health care provider in Durham and the county's largest employer. Part of a full-service tertiary and quaternary academic medical center, DUH is the largest hospital in Duke University Health System (DUHS). For the fiscal year ended June 30, 2019, DUHS provided \$597 million in community benefit and community investment.

James P. Duke's vision 93 years ago laid the cornerstone for today's Duke Hospital and serves as a guide as DUH reinvests in supporting the greater community. DUH's commitment extends beyond the health care services provided in DUH facilities. DUH also benefits the community through highly regarded medical education programs and through the research conducted to discover new ways to treat illness and disease and to facilitate the translation of that research into population health improvement. Even beyond that, DUH reaches out and is an active partner with patients, neighborhoods, community organizations and governments in innovative efforts to improve to create innovative efforts to improve health and healthcare.

COMMUNITY HEALTH NEEDS ASSESSMENT

DUH collaborates with the Partnership for a Healthy Durham (the State Certified Healthy Carolinians Group) and the Durham County Health Department to conduct the Durham County Community Health Assessment and develops strategies to address identified needs. Faculty and staff of the Duke Division of Community Health and appointed members of the DUH Senior Leadership Team officially serve on Partnership for a Healthy Durham Committees.

The most recent assessment process conducted in 2017 and published by Durham County in 2018, compiled valid and reliable information about the health of Durham. The assessment process compiled information about the health of Durham. It included 358 resident surveys from randomly selected households and three community listening sessions with 42 community members. The survey was also conducted in person at grocery stores, libraries, Durham County Department of Public Health clinics and bus stations during January and February 2018. Ninety-three individuals contributed to writing the document. The Community Health Assessment Team — comprised of representatives from Duke University Health System, universities, local government, schools, non-profit organizations and businesses — worked to direct the activities of the assessment and provide written content and expertise on issues of interest.

The assessment identified five health priorities for 2018-2020:

1. Affordable housing
2. Access to healthcare and health insurance
3. Poverty
4. Mental health
5. Obesity, diabetes and food access

The full Community Health Needs Assessment can be found on the DUHS website at:

https://corporate.dukehealth.org/sites/corporate.dukehealth.org/files/2017%20Durham%20County%20Community%20Health%20Assessment_compressed.pdf and on the Partnership for a Healthy Durham Website: <https://healthydurham.org/health-data>

All of the programs described in the following implementation plan are aligned with the five health priorities with many of the programs addressing combinations of the five health priorities. A brief excerpt from the Community Health Needs Assessment describing each priority is included in this implementation plan. DUH considers this document to be a “working plan” that will continue to evolve over this three year period in order to ensure the efficacy of strategies intended to meet expressed community health needs. This implementation plan may note, but does not contain detailed descriptions of the community health improvement work carried out by other components of the larger Duke Health System or Duke University. This implementation plan is intended to highlight Duke Hospital’s continually evolving activities and support to improve health with the Durham Community.

IMPLEMENTATION PLAN

Together, with its partners, DUH asks about and listens to concerns, explores barriers to care, analyzes healthcare utilization and costs, identifies partner needs and resources, plans/redesigns services, tracks outcomes, and shares accountability in order to develop effective programs to improve the health of the Durham community. As such this Implementation Plan includes new and long-standing programs.

1. Affordable Housing

Affordable housing, as defined by HUD, requires no more than 30% of a family’s monthly income. If a family spends more than 30% of income on housing, they are less able to pay for other expenses, such as food and health care. The increased cost burden of unaffordable housing adds to psychosocial stressors that can negatively impact a family. Renters make up 40% of households in Durham, and almost half of them are defined as cost-burdened (i.e., paying more than 30% of their monthly income for housing).

While DUH has partnered with Habitat for Humanity of Durham on a number of home builds, affordable housing is a focus of the larger Duke University. In 2018, funding from Duke University and the AJ Fletcher Foundation provided the opportunity to develop two acres of prime downtown Durham land into multi-unit affordable housing. The University is also working with the City of Durham to develop an Affordable Housing Trust Fund.

FY19 Progress: Plans are underway for the multi-unit affordable housing community with an anticipated start date in FY20.

FY20 Plans: Build multi-unit affordable housing community.

2. Access to Healthcare and Health Insurance

Access to health care in a community refers to the ability of residents to find a consistent medical provider for their primary care needs, to find a specialty provider when needed and to be able to receive that care without encountering significant barriers. Although there are many medical providers, which includes a number of low cost and free clinics in Durham County, there are still many Durham residents who have trouble accessing care when they need it. Barriers to obtaining health care can range in issues with transportation, language barriers, or distrust of the healthcare system. According to the 2016 Community Health Assessment Survey, the top reasons identified by Durham County residents for why they or someone in their household could not access necessary healthcare included insurance didn't cover service, copay was too high, lack of insurance, couldn't get an appointment, didn't know where to go or provider didn't take their insurance.

A number of programs supported by DUH seek to increase access to care for uninsured, underinsured and/or vulnerable individuals and families. Those programs include:

Project Access of Durham County (PADC) links eligible low-income, uninsured, Durham County residents to specialty medical care fully donated to the patients by the physicians, hospitals including DUH, labs, clinics and other providers participating in the PADC network.

FY19 Progress: PADC will celebrated its 10th anniversary of service in April 2019 and continued to meet its annual goal of providing specialty care to 2,000 individuals. With added support services the episodes of care total approximately 3,000. PADC's Medical Respite Program, now named the Durham Homeless Care Transitions Program, serves an average census of 40 individuals. In addition, PADC has a loan program for durable medical equipment. On average, the Health Equipment Loan Program (HELP) loans 1,000 pieces of durable equipment

FY20 Plans: Continue to work with PADC to provide low-income, uninsured Durham County residents donated specialty services and continue to assist in support the growth of the medical respite program. The medical respite program benefits participants by providing connections to primary care services, mental health and/or substance abuse services, and assistance in transitioning to stable housing.

Local Access to Coordinated Healthcare (LATCH) was initiated in 2002 with Healthy Communities Access Program (HCAP) funding from the US Health Resources and Services Administration (HRSA) to Duke's Division of Community Health, Department of Community and Family Medicine. The founding and sustaining LATCH Partnership includes DUH (which now provides the majority of operating funds), Lincoln Community Health Center, the Durham County Departments of Health and Social Services, El Centro Hispano, and a number of CBOs. Through community-based, linguistically and culturally-relevant care management, LATCH aims to improve health knowledge and self-care, access to health care and health services utilization outcomes among Durham County's uninsured. Care Management services include: health services coordination and navigation (medical, social, behavioral); post-hospitalization

follow-up; patient education; chronic disease management; psycho-social support; access to benefits (Medicaid/SSI/SSDI); bills assistance; interpretation/translation; and, transportation coordination. In partnership with other community stakeholders—health care and social service providers, local government and community-based organizations—LATCH monitors health care trends, identifies barriers facing uninsured patients, and, working as a consortium, addresses and eliminates barriers. LATCH anticipates serving at least 2,500 individuals in 2019.

FY19 PROGRESS: LATCH had a number of staffing changes in 2019, but still served approximately 2,100 individuals in 2019.

FY20 PLANS: LATCH anticipates serving at least 2,500 individuals in 2020.

The Complex Child Program (CCP) provides the coordination of medical and co-management of medical care for children with multiple medically complex issues that require the interaction with multiple specialists. On average these children work with 13 specialists. Before the Complex Child Program, care could seem fragmented as patients/families had no central "quarterback" helping to oversee the big picture.

Through the CCP parents now have direct phone access to a complex care service (CCS) provider or RN 24/7. The CCP team works with parents to create a comprehensive "complex care plan" that is placed in the Child's medical record and given to the parents. In addition, the CCP team coordinates inpatient intensive care transitions prior to discharge and conducts intensive outpatient "between-visit" contacts (phone, clinic visits, and in some cases, home visits). The service is currently providing care to 92 patients and will increase staff in 2019 to support up to 160 patients.

FY19 PROGRESS: The CCP continued to work on refining the model to determine staffing needs.

FY20 PLANS: Continue to work toward increasing staff to serve up to 160 patients.

Southern High School Wellness Center provides comprehensive primary care and mental health services at Southern High School to students at the school and is open to all students and staff of Durham Public Schools. Operated by Duke's Division of Community Health on behalf of DUH, the Southern High School Wellness Center will celebrated 23 years of service in 2019.

Just for Us (JFU) provides in-home care program for low-income, frail elderly and disabled. JFU was launched in 2002 as a collaboration of Duke, Lincoln Community Health Center, Durham Department of Social Services (DSS), the local area mental health entity, and the Durham Housing Authority. DUH provides the majority of ongoing support for the program. Through Just for Us, an interdisciplinary team of providers serves clients in their homes, providing medical care, management of chronic illnesses, and case management. Each participant receives a home visit every 5 weeks unless there is an acute episode or a hospital discharge, for which a visit is scheduled immediately. Visits include medication reconciliation, social issues, support services, chronic disease management, and post-hospital care. The health care team consists of a clinical provider (PA, NP or MD), occupational therapist, registered dietitian, social worker, phlebotomist, and community health worker.

Neighborhood/Community Clinics: DUH in partnership with Lincoln Community Health Center collaboratively operates three community health clinics; the Lyon Park Community Clinic, the Walltown Neighborhood Clinic and the Holton Wellness Center. The clinics were designed to provide primary

care, health education, and disease prevention to the underserved populations of Durham. The clinics provide medical care for persons with and without health insurance. Those without insurance are seen based on a sliding fee scale. No patient is denied care based on inability to pay for services. The Lyon Park Clinic was the first of the collaborative neighborhood clinics, opening its doors for patient care in April 2003. The Walltown Clinic opened in January 2005 and the Holton Clinic opened in August 2009. Each clinic received start-up funds through a Duke Endowment grant. Clinics generate revenue through a contract with Lincoln Community Health Center and receive significant support from DUH. The clinics operate as Family Medicine Practices and are open 5 days a week. Staffing includes Physician Assistants, Nurse Practitioners and Family Physicians, who serve as supervising doctors. Each clinic is supported by nursing staff: Certified Nursing Assistants, Licensed Practical Nurses, or Certified Medical Assistants and a staff assistant. The staff assistant performs all administrative tasks for the clinic including answering incoming phone calls, registration, scheduling, etc.

The Southern High School Wellness Center, Just for Us, and the Neighborhood/Community Clinics anticipate providing more than 13,000 clinical encounters in 2019.

FY19 PROGRESS: The Southern High School Wellness Center, Just for Us, and the Neighborhood/Community Clinics struggled with periods of staff shortages. In spite of periods of stretched staffing, the clinical encounters for 2019 totalled 11,753.

FY20 PLANS: The Southern High School Wellness Center, Just for Us, and the Neighborhood/Community Clinics anticipate providing more than 13,000 clinical encounters in 2020.

3. Poverty

Poverty has a strong impact on health and is an important concern for Durham residents. Research now shows that even the risk of an adverse change in material conditions — economic and housing insecurity, as well as un- or underinsured health insurance coverage — affect health outcomes. Reasons for the association between economic insecurity and health include the health effects of stress resulting from economic insecurity, effects of stress and spending limitations on food consumption, and restricted use of health services.

Increase in Minimum Wage: In FY19, Duke University and Health System increased the minimum wage to \$14 per hour for all employees and expects all contractors with employees working full-time on campus to do the same. In FY20 the minimum wage will increase to \$15 per hour.

Second Chances: As of September 2018, Duke no longer requires job applicants to disclose criminal history during the application process.

SSI/SSDI Outreach, Access and Recovery (SOAR): helps patients who are chronically homeless, or at risk of homelessness access health insurance, a stable income, and medical care by assisting these individuals in applying for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI). The homeless population and those reentering the community from an institution face numerous challenges in accessing services. Approval on initial SSI and SSDI applications for these at-risk populations, who have no one to assist, is about 10-15 percent. For those with mental illness, substance

abuse issues, and/or co-cognitive impairment, the application process is even more difficult. Even with assistance, the application process can take up to six months. Through SOAR, these individuals with complex needs are provided case management for home, hospital, and clinic visits; provided with a step by step explanation and completion of all applications for federal disability benefits; receive expedited applications for monthly income and Medicaid/Medicare; and linked to community resources. DUH currently funds two SOAR Case Managers who have successfully helped more than 100 patients in the last 3 years. The SOAR Program anticipates at least 200 referrals in 2019.

FY19 PROGRESS: Unfortunately, one of the SOAR Program's Case Managers left the program in 2019 and referrals dipped to 97. However, even with reduced staffing, the SOAR Program increased its approval rate to 95%.

FY20 PLANS: Continue SOAR Program and complete at least 100 referrals if staffing remains at one SOAR case manager.

Benefits Enrollment Counseling (BEC): In FY 16 the Duke Division of Community Health launched the Benefits Enrollment Counseling Program (BEC) with grant funding through the National Council on Aging to help seniors and those with disabilities and a limited income, find and enroll in all the benefits programs for which they are eligible. The goal of the service is to enable older adults to enjoy life and live independently in their homes and communities for as long as possible. For those with limited income and resources, additional support can be critical in maintaining their health and avoiding costly hospitalizations. The benefits provide clients served with access to healthy food, needed medical care and prescriptions, as well as other supportive services. The benefits also provide a community economic stimulus, as benefits are spent locally in pharmacies, grocery stores, utility companies, and health care providers. During the last grant period, the value of benefits received was \$8,620,362. To increase the reach of the program beyond grant funding, BEC staff train volunteers (from partner community based organizations and Duke) to assist clients in Durham, Granville and Person Counties. BEC currently works with 26 Duke undergraduate and medical students. These students engage in service, outreach, and advocacy efforts, as well as build meaningful intergenerational relationships.

Some projects in development for 2019 are COPE (Community Outreach, Prevention, and Education), which offers health screening and education in the community, and initiatives that directly address gaps in senior hunger prevention through teaching self-sufficient, sustainable gardening practices and the provision of cooking classes at senior centers.

FY19 PROGRESS: In 2019 BEC assisted 894 individuals with a total of 2,553 applications for benefit programs. The total value of benefits was \$5,799,848.00. In addition, BEC organized the planning and has recruited the volunteer power to install a 2 acre rooftop garden in downtown Durham that will grow fruits and vegetables for clients served by BEC.

FY20 PLANS: Work will continue in the development of COPE and on the installation of the rooftop garden.

4. Mental Health

Mental health and substance use disorders have indirect costs such as prevention, treatment, and recovery supports. But, there are also indirect costs such as motor vehicle accidents, premature death, comorbid health conditions, disability, lost productivity, unemployment, poverty, school difficulties, engagement with social service, juvenile justice, criminal justice systems, and homelessness, among other problems. DUH partners with and supports a number of collaborative initiatives to improve access to mental health services and reduce substance abuse.

In 2019, DUH will continue to serve as a key partner in the following activities:

- **Community Coalitions:** Durham Crisis Collaborative; Partnership for a Healthy Durham Mental Health Committee and Durham Together for Resilient Youth; Durham County Leadership Forum on Substance Abuse and Mental Health.
- **Naloxone Outreach:** Pharmacies (Duke South, Clinic Pharmacy, Main Street, Gurley's, Josef's, & Duke Cancer Specialty); Durham County Department of Public Health; Durham Mobile Crisis Unit.
- **Provider Education:** Provider Toolkits and CME Education; Use of Pain Agreements; Use of Controlled Substance Reporting System (CSRS); Chronic Pain Provider Consultation Calls.
- **Diversion Control:** Permanent Drop Boxes in 5 of 6 counties (Durham, Franklin, Person, Granville, & Vance).
- **Chronic Pain Patient Support:** Chronic Pain Self-Management Workshops at Lincoln Community Health Center; Chronic Pain Management Resources; Key community presentations.
- **County-wide Adverse Childhood Experiences (ACEs) and Community Resiliency Model (CRM):** activities and training.

FY19 PROGRESS: Partnership in the activities listed above yielded a number of accomplishments including: hiring Peer Support Specialists for the DUH emergency department; uploading the Mental Health and Substance Misuse Resource Guide to Duke's EHR for easy access by providers; and the launch of a Medication Assisted Therapy Program in the Durham County Jail. In addition, Chronic Pain Self-Management Workshops continued at Lincoln Community Health Center and the activities and training in ACEs and CRM continued across the county.

FY20 PLANS: DUH will continue to serve as a key partner in the above listed activities.

DUHS Safe Opioid Task Force was created to improve the safety of pain management by encouraging clinical practice standardization, where clinically appropriate, when opioid therapy is designated for treatment. The Opioid Safety Task Force provides recommendations for the initiation and management of opioid therapy across Duke University Health System (DUHS) to improve personal and community safety and reduce harm associated with the high risk treatments while engaging patients in their own care. DUH along with Duke Regional and Duke Raleigh Hospitals serves as a pivotal player in all aspects of the work of the Task Force. Plans for 2019 include: Provider Training in Medication Assisted Therapy.

FY19 Progress: 29 providers across Duke were trained in Medication Assisted Therapy.

FY20 Plans: Continue to provide provider training in Medication Assisted Therapy.

5. Obesity, Diabetes, and Food Access

As of 2016, 65% of adults in the Piedmont region, which includes Durham, were overweight or obese. Additionally, 12% of Durham high schoolers were obese as of 2014. Obesity is a strong contributor to diabetes. In 2015, 14.1% of Durham County residents aged 18 years or older who received some level of care from Duke Health and/or Lincoln Community Health Center had diabetes. Many diseases are linked to nutrition, including obesity, hypertension, high cholesterol, diabetes, and some cancers. Food insecurity, the state of being without reliable access to a sufficient quantity of affordable, nutritious food, has a large impact on a person's diet. It is estimated that 17.9% of Durham residents (51,710 people) are food insecure.

Bull City Fit is a community-based wellness program and is part of the larger Duke Children's Healthy Lifestyles program. The Healthy Lifestyles program seeks to address weight-related health problems for children by offering caring providers, family-centered treatment programs, highly trained educators and researchers, and strong community partnerships. Bull City Fit helps in this effort by offering free evening and weekend activity sessions for the larger community. These sessions cover various themes that encourage and promote active living, such as fitness games, sport lessons, exercise routines, swimming, cooking, and gardening. Each activity is facilitated with the support of energetic staff and volunteers to create a positive and fun environment for all.

Bull City Fit empowers the whole family to increase knowledge and practice of physical activity and healthy eating; address current weight-related illness and prevent chronic disease through increased activity levels; improve quality of life by promoting healthy behaviors; increase confidence, support positive change, and build a lifelong commitment to a healthy lifestyle.

Partners include: Durham Parks and Recreation; Durham City Government; Durham County Department of Public Health; East Durham Children's Initiative; Lincoln Community Health Center; Community Nutrition Partnership; Veggie Van; Blue Pointe Yoga; Durham Public Schools; Partnership for a Healthy Durham; Duke Service Learning; Duke Family Medicine; Duke Children's Hospital and the UNC School of Social Work.

Bull City Fit anticipates that it will begin expansion planning for additional sites in 2019.

FY19 PROGRESS: Bull City Fit secured external funding in 2019 to expand staffing and began work to move forward with additional sites.

FY20 PLANS: Begin expansion to additional sites.