



Community Health Improvement Plan Report

April 1, 2013 – December 31, 2015



Introduction

Between April 2012 and March 2013, Freeman Health System contracted with BKD CPAs & Advisors to conduct a Community Health Needs Assessment (CHNA). The health system's service area was precisely defined as zip codes geographically contiguous to its hospitals, with at least two percent of the hospitals' total discharges, and where Freeman had a market share of 20 percent or more. This service area included parts of Jasper, Newton and McDonald Counties in Missouri and Cherokee County in Kansas.

The CHNA revealed unmet or partially unmet needs, which were analyzed based on five factors:

- Freeman's ability to evaluate and measure outcomes
- Number of people affected by the issue or size of the issue
- Consequences of not addressing issues identified
- Prevalence of common themes
- The health system's ability to impact change

From this analysis, four Focus Areas emerged as priorities:

- Heart Disease
- Obesity
- Cancer
- Shortage of Physicians and Health Professionals

Community Health Implementation Plan (CHIP)

Between April 2013 and December 2015, Freeman Health System prioritized programs and services to address specific objectives in each of these four Focus Areas. Following is a report of activities supporting the strategies adopted by the health system board of directors, as well as additional efforts implemented above and beyond the defined scope of Freeman's three-year CHIP.

FOCUS AREA: Heart Disease

Objective: Reduce prevalence of coronary heart disease and increase awareness of prevention and risk factors.

Strategy A: Continually examine the latest medical studies to provide patients the most up-to-date information and research through clinical trials.

Thanks to Freeman’s participation in clinical trials, patients do not have to travel to a university research hospital setting to participate in state-of-the-art programs. Freeman Heart & Vascular Institute currently conducts four clinical trials, with four more scheduled. The Cornell-Beshore Cancer Institute has participated in more than 100 clinical trials over the past 20 years. More than 30 clinical trials are currently open to enrollment with access available to many more. Some of the current areas of study include: breast cancer, colorectal cancer, renal cancer, lung cancer, gynecologic cancer and melanoma.

Strategy B: Continue to develop processes to reduce even further door-to-balloon time – the time it takes to restore blood flow to the heart, measured from the moment the patient enters the emergency room to the time he or she undergoes balloon angioplasty in the catheterization (cath) lab.

2014 – Cath Lab Pre-Activation Program. Freeman has provided alternative methods for 12-lead electrocardiograms (ECGs) to be sent to Freeman West Hospital, and conducted outreach visits to outlying emergency medical services (EMS) to educate them about their use. As a result, EMS have been able to bypass the emergency department and transport patients directly to the Freeman cath lab. This provides better patient care by shorting the door-to-device time. Freeman’s door-to-device time remains in the top 10 percent nationally, significantly ahead of the State of Missouri and American College of Cardiology guidelines of 90 minutes.

Door-to-Device Time

Reporting Period	Elapsed Time (minutes)
4/1/2013 – 3/31/2014	47.82
4/1/2014– 3/31/2015	48.26
4/1/2015 – 1/11/2016	46.89

2014 – Cath Lab Observation. Freeman invites any emergency medical technician (EMT) or paramedic to observe in the cath lab either when bringing in a patient or on their own time. This learning opportunity that proved so effective that both Missouri Southern State University and Crowder College added a cath lab rotation to EMS classes.

Strategy C: Provide education to emergency medical technicians employed by area land and air ambulance services to illustrate how their efforts to reduce transport time can help save lives.

2013, 2014, 2015 – Stroke Education. Freeman cardiologists visit outlying community hospital/emergency rooms, providing needed information on how to care for STEMI and stroke

patients, and how to quickly move them to a higher level of care, since time is the most crucial factor when caring for these patients.

2013, 2014, 2015 – STEMI Multi-Disciplinary Team. All regional EMS teams are invited to participate in Freeman’s STEMI Multi-Disciplinary Team. Meetings are regularly attended by representatives from METS, NCAD, Freeman Ambulance, EagleMed, MedFlight and Quapaw EMS.

2013, 2014, 2015 – Paramedic Education. Topics including STEMI care, 12-lead ECG review and STEMI mimics have been taught to paramedics through annual license renewal classes.

2015 – Guardians of the Heart. The Quapaw, Oklahoma EMS requested that Freeman sponsor this education program offered free of charge for paramedics, registered nurses and respiratory therapists. It was attended by 300 professionals in February 2015.

Strategy D: Expand outreach clinics to serve Miami, Oklahoma, extending heart care services to those in additional outlying communities.

2013 – Miami Clinic. The Freeman cardiology clinic opened in Miami in August 2013, and the number of patients seen has continued to grow quickly, evidence of the need for increased access to specialty services.

Miami Clinic Patient Visits

Reporting Period	Patient Visits	Annualized Volume
08/01/13-03/31/14	730	1,095
04/01/14-03/31/15	1538	1,538
04/01/15-12/31/15	1503	2,004

2015 – Telehealth Services. Freeman began planning in 2014 for increased access to cardiology services for Oklahoma residents via telehealth. Equipment was evaluated, connectivity upgraded, and investment in infrastructure made by early 2015. Several test visits were conducted in 2015, and additional equipment was purchased to ensure high quality services.

2015 – Regional Planning Engagement. Freeman staff are serving on the Kansas Region VI EMS Council, designed “to optimize patient care though education, training and support of local emergency medical services.” As well, Freeman staff regularly attend the North East Oklahoma District 2 Trauma Counsel. In 2015 the Counsel is focused on time critical diagnosis of both STEMI and stroke, and Freeman has been asked to help form guidelines for patient care.

Strategy E: Offer low-cost health screenings throughout the year that can detect a wide range of conditions, including heart disease and vascular concerns.

2013, 2014, 2015 – Freeman Screen Team. Two types of health screenings are offered to the community by Freeman Screen Team. The first includes lipid panel, glucose, blood pressure, pulse, body composition, and bone density for a nominal fee. A wide range of blood work is also available at

reduced prices. Health screenings are offered to the community and local business for on-site health fairs.

Community Screening Activity

Year	Screening Events	Persons Screened	Abnormal Results
2013	70	5,264	9,614
2014	65	5,013	8,424
2015	71	5,489	9,385



Freeman Screen Team also offers more in-depth screenings including: peripheral artery disease, aortic aneurysm, and carotid artery disease at a reduced fee. This are offered to the community and local business for on-site screenings.

Heart Disease Screenings

Year	Screening Events	Persons Screened	Abnormal Results
2013	11	328	24
2014	15	368	20
2015	15	327	12



Strategy F: Evaluate the probability of purchasing a mobile stress-test unit which improves wellness by making it more convenient for people to obtain prevention and detection services.

This strategy was not pursued, as a mobile stress-test unit was not considered feasible.

Above and Beyond:

2015 – Level II Stroke Center Designation. In July 2015, Freeman became the first and only hospital to be designated a Level II Stroke Center by the Missouri Department of Health and Senior Services. Recently enacted state laws provide DHSS the authority to create designated stroke centers that meet standards to provide definitive and timely treatment for stroke patients. Level II Stroke Center designation means Missouri has verified that Freeman provides the highest level of expert care for patients with stroke/transient ischemic attack. Freeman is the only Level II stroke center within an 80-mile radius of the Joplin area. To earn the designation, Freeman completed an extensive and detailed certification process that included paramedics, nursing staff, radiology staff, physicians, neurologists, neurosurgeons, system quality analysts and administration. The hospital had to demonstrate not only that it has the providers and resources needed to treat stroke patients, but that its physicians and staff have met and will continue to meet strict standards of education and demonstrate proficiency in the latest proven stroke treatments.

March 2016 -- Level I STEMI Center. With this designation, Freeman will be recognized for providing the best of care to heart patients in the region.

FOCUS AREA: OBESITY

Objective: Decrease rate of obese children and adults while promoting awareness about the importance of good nutrition and regular physical activity.

Strategy A: Provide continued partnership and support to Joplin Family Y and Freeman Southwest Family Y in Neosho.

2014, 2015, 2016 – Support Joplin Family YMCA Events. Freeman employees volunteered for the Chilly 5k event held annually on New Year’s Day, and each year Freeman Nutrition Services provides chili for the more than 400 participants. The Armed Forces 5K held each May is another fitness event supported by Freeman employees. Healthy Kids Day is held annually in April, and in 2015 attracted 715 attendees. In addition to dozens of Freeman volunteers helping make it a success, Freeman was an event sponsor in 2015, with a \$2,500 donation.

2013, 2014, 2015 – Freeman WellBalance Classes. Freeman contracted with the Joplin Family YMCA to provide instructors for more than 40 classes such as Total Body Workout, Yoga and Zumba. Since April 2013, 1,440 Freeman employees have participated as part of the worksite wellness program. Freeman is the largest employer in the region (4,500+) and therefore the hospital’s employee programs have significant reach and impact within the population.

2014 – Personal Instructors. The Freeman Southwest Family Y in Neosho provided a personal instructor on site weekly from February 2014 through November 2014 to offer personal fitness assessments and free classes ranging from circuit training to Zumba to any interested employee. Free passes to the Neosho facility were provided as well.

Strategy B: Host Freeman Family 5k Run, a public event that encourages families to participate in physical activities together.

Both the 5k and kids Fun Run events have been held each year with great success. In 2014, a running clinic held immediately following the event dramatically boosted participation. Thanks to the success of the event, Freeman made donations of \$1,000 to Joplin Schools Bright Futures Program in 2014 and \$1,500 to Ozark Center’s Turnaround Ranch in 2015.

Year	5K Participants	Fun Run Participants	Total	Volunteers
2013	175	86	261	55
2014	520	118	631	64
2015	259	77	336	60

Strategy C: Provide Freeman Farmers Market June through October to give the community access to fresh, nutritious, locally-grown produce.

With one in five Jasper Country households designated as food insecure, the Freeman Farmer's Markets provide a convenient way for patients, staff, and local residents to easily access locally grown food. The markets are held twice weekly from June through October, and feature a variety of local farmers. In addition, Freeman offers its staff the opportunity for boxes of fresh seasonal produce, meat, bread and other foods to be delivered at work weekly during the summer through a Community Supported Agriculture (CSA) program.



Strategy D: Increase the amount of locally and regionally grown foods served within the health system and maximize availability of nutritious food options on the menu, including whole grains, fruits, and vegetables to encourage patients, employees, and visitors to make healthy dietary choices.

2013, 2014, 2015 – Healthy Food Policy. Since 2013, Freeman Nutrition Service's goal has been that all meals served will contain at least 10 percent fresh, locally grown foods, especially produce. They display the healthiest choices per meal with the proper portion size and nutritional information. Freeman cafeteria salad bars were transformed and expanded, and now feature 90 percent fresh produce. In addition to the commitment to serving more local fresh food, the 1970s-era Freeman West Hospital kitchen and dining area was completed remodeled. In June of 2013, the \$5 million project opened to the public. An example of investments in healthier eating included new combi ovens, which combine steam and convection cooking and can provide the same crisp coating to chicken as frying but with 30 percent less cooking time and without oils. More than 1,000 meals per day for patients, staff and visitors are served from this kitchen, leading to significant positive health impact.

Above and Beyond:

2013 – Breastfeeding Coalition of Southwest Missouri. With grant funding from Missouri Foundation for Health, Freeman convened regional stakeholders to form the Breastfeeding Coalition of Southwest Missouri, which is impacting community health by providing support and business engagement not happening elsewhere in the area. During 2013, four Coalition members were trained to present the Business Case for Breastfeeding, and subsequently worked with 14 partners to promote this effort to 556 employers. A survey on breastfeeding support programs/practices was distributed to 547 businesses, and responses received from 31 businesses representing 7,330 employees. During 2013-2015 the Coalition encouraged local hospitals to complete the "Show Me 5 Steps" readiness survey conducted by the Missouri DHSS. Coalition members have distributed local breastfeeding resources brochures to physician offices, hospitals, WIC offices, and area businesses, as well as participated in local events such as the Maple Leaf Parade, annual "Latch-In" and Downtown Joplin Third Thursday to create awareness of breastfeeding support resources in the community.

2013 – Joplin Area Food Action Network. Following its food-to-institution policy work from 2010-2013, Freeman gathered community stakeholders to form the Joplin Area Food Action Network (JFAN), including health care, local businesses, schools, food pantries, churches, farmers markets, the chamber of commerce, university extension programs, early childhood intervention agencies, YMCA, homeless shelters and citizens. The topic of food equity was introduced by JFAN's work and the region's first food assessment was completed in 2014. This work was supported by an Innovation Fund grant award from the Convergence Partnership.

2013, 2014, 2015 –Roadmaps to Health Coaching Program. Freeman supported JFAN's application for the 2014 Robert Wood Johnson Foundation (RWJF) Roadmaps to Health Coaching Program. A professional from the University of Wisconsin provided monthly coaching calls and assignments to a JFAN team, which served to enrich JFAN's collective knowledge of Country Rankings & Roadmaps tools. The engagement culminated with a summit, where JFAN members learned how to frame food equity issues with messages that will resonate in the community. Following completion of a food equity assessment, a process of identifying community values was used to guide how priority issues should be brought forward. JFAN was pleased to be selected by RWJF as one of 20 national Action Award grantees in 2015, benefitting from another year of coaching and a \$10,000 award to support its work. Through this engagement, JFAN will be included in a newly developed collaborative learning network of RWJF grantees nationwide.

2014, 2015 – Freeman Bariatric Program. Two board-certified surgeons began offering gastric sleeve bypass surgery for patients in August 2014 when the Freeman Bariatric Program debuted. As of 12/31/2015, 178 patients had benefitted from this weight loss surgery that can eliminate diabetes and other medical complications of obesity.

FOCUS AREA: CANCER

Objective: Reduce predominance of cancer among our population by improving outcomes and increasing awareness through screenings and education.

Strategy A: Provide assistance for patients who can't afford cancer medications by identifying available funding resources.

2013, 2014, 2015 – Patient Assistance. The Cornell-Beshore Cancer Institute includes Financial Counselors and Social Workers who meet with every new patient, and assist them with identifying and applying for funding. Patient Assistance is provided via copay cards issued by pharmaceutical companies that cover select medications.

Patient Account Drug Copay Totals

Year	Patients	Total
2013	32	\$24,116
2014	81	\$82,243
2015	79	\$108,177

2013, 2014, 2015 – Replacement Drugs. Pharmaceutical companies and foundations such as Patient Advocate, Patient Access, Patient Access Network Fund, Cancer Care, and the Leukemia/Lymphoma Society provide replacement medications for select drugs administered at the Cornell-Beshore Cancer Institute. Patients who qualify for this assistance are not billed, as the hospital receives replacement drugs. The savings below are based on drug charges.

Replacement Drug Savings

Year	Patients	Total
2013	95	\$1,232,646
2014	89	\$1,637,359
2015	110	\$1,497,854

Strategy B: Offer outreach clinic in Grove, Oklahoma, extending cancer care services to those in additional outlying communities.

From 2013 through 2015, an oncologist and nurse practitioner have seen patients at the Freeman Grove Clinic on Tuesdays for follow-up visits and to administer chemotherapy, infusions, and injections. A steady flow of patients is evident: 990 patients were seen in 2013, 1,320 patients were seen in 2014, and 1,260 patients were seen in during 2015.

Strategy C: Provide office space for American Cancer Society (ACS) to assist patient in obtaining services to help ease their burden and provide relief.

The Cornell-Beshore Cancer Institute provides dedicated office space to the American Cancer Society. Volunteers are available to assist patients with wigs and educational materials. The program “Look

Good Feel Better” is led by Freeman staff monthly for all cancer patients in the community. Total attendance for the period 4/1/13 through 12/31/15 was 196 patients.

Strategy D: Promote Helping Friends Mammogram Fund, which provides mammograms for women who lack health insurance or sufficient financial resources.

The Helping Friends Mammogram Fund was established to help make mammograms more accessible and affordable for under-insured women in our community. Mammography is the single most effective method of early detection of breast cancer, and annual mammograms are recommended for all women beginning at age 40. Due to financial constraints, women may postpone or refuse urgently needed diagnostic tests. The earlier that breast cancer is detected and treated, the greater the odds for survival. Freeman offers digital mammography services in both Joplin and Neosho, for even greater patient convenience. Between 4/1/13 and 12/31/15 41 patients were assisted with a total of \$10,333.50 in support.

Strategy E: Enforce tobacco-free policy on all Freeman campuses, offer smoking cessation classes periodically throughout the year, and host courses that encourage parents to refrain from smoking around their children.

2013 – Tobacco-free Policy. Freeman’s tobacco-free policy requires all employees to inform smokers of the policy prohibiting smoking on Freeman property, and signage is in place at all locations. Freeman Security keeps statics on the encounters they have with smoking policy violators, and reports that 2,116 smoking infractions by visitors were addressed in 2013, 1,819 in 2014, and 1,611 in 2015. Ozark Center, Freeman’s behavioral health division, has offered weekly smoking cessation group sessions since April 2013 but has not been successful in recruiting participants. The service continues to be available on demand to individuals and employers.

2013 – CEASE Program. Freeman was the first health care system in Missouri to implement the CEASE (Clinical Efforts Against Secondhand Smoke Exposure) program in pediatric offices. CEASE is an evidence-based model for pediatricians to address smoking habits with parents of pediatric patients. Endorsed by the American Academy of Pediatrics, CEASE is based on three steps during a physician office visit – ASK, ASSIST, REFER (the method recommended by the US Department of Health and Human Services Treating Tobacco Use and Dependence 2008 update). It’s important for pediatric offices to reach out to parents because parents see their child’s pediatrician more frequently than they see their own clinicians. Prior to implementation of CEASE, few families received tobacco control services from their child health provider. Even though some parents are not ready to quit, offering to help families opens the door for a conversation about tobacco cessation at subsequent visits.

Above and Beyond:

2013 – Policy Change. Freeman Health System enhanced its employee health insurance coverage to include nicotine replacement therapy prescription medications.

2015 – Radiation Oncology Service. The Cornell-Beshore Radiation Oncology Center opened in August 2015, including top-of-the line Varian TrueBeam linear accelerator. This technology allows a team of

physicians to treat a broad range of cancers with high energy x-rays that destroy cancer cells while minimizing damage to the surrounding tissue. The accelerator pinpoints hard-to-reach tumors through precise shaping of the x-ray beam and allows patients to experience shorter, more comfortable treatments with fewer complications.

2015 – Enhanced Cancer Screenings. Beginning in March 2015 Freeman has offered Low Dose CT Lung Cancer Screening for 59 heavy smokers. Because lung cancer is more typically diagnosed at a late stage, this early detection service accelerates opportunities for treatment. Patients must be 55-77 years of age, without signs or symptoms of lung cancer, and smoke the equivalent of one pack a day for one year.

FOCUS AREA: SHORTAGE OF PHYSICIANS & HEALTH PROFESSIONALS

Objective: Increase access to primary care physicians by enhancing recruitment and retention efforts of health professionals.

Strategy A: Continue to invest a minimum of \$1 million per year to recruit physicians and help them start practices.

Between April 1, 2013 and December 31, 2015 sixty-five (65) physicians established new practices at Freeman Health System. The physicians represented cardiovascular surgery, emergency medicine, endocrinology, family medicine, general surgery, internal medicine, neonatology, nephrology, neurology, neurosurgery, obstetrics and gynecology, oncology, orthopedic surgery, pain management, pediatrics, physiatry, psychiatry, pulmonary/critical care, radiation oncology, urology, and wound care. During the first 12 months of each start-up Freeman covered practice losses, for a total of \$3,480,963 invested by the health system in increasing access needed health services.

Strategy B: Promote availability of Freeman Urgent Care to offer patients treatment by board-certified physicians, X-rays, referrals and other services through convenient walk-in clinics seven days a week.

Between 2013 and 2016, Freeman Urgent Care locations in Joplin and Webb City have been promoted through a wide variety of marketing strategies including: billboards, television and radio commercials and live appearances, print advertising, at community health events, via distribution of promotional items, on freemanhealth.com and via social media channels such as Facebook. In December 2015, the Webb City Urgent Care was relocated to a 17,660 square foot site and rebranded Webb City Neighborhood Care, reflecting the expanded access for local residents to needed services such as dialysis, as well as primary care.

Strategy C: Offer Graduate Medical Education residency programs in internal medicine, emergency medicine, and otolaryngology, as well as a psychiatric residency program to train and expose future healthcare providers to our community.

2013, 2014, 2015 – Resident Education. Freeman Health System is Southwest Missouri's only accredited postgraduate medical education provider. The Department of Graduate Medical Education administers three residency programs (Internal Medicine, Emergency Medicine, and Otolaryngology/Facial Plastic Surgery), with a total of 29 approved positions. It is headquartered at the McIntire Medical Education Center, a state-of-the-art facility which aids in the recruitment of quality physicians to rural Missouri. The Center features a human simulation laboratory, a computer lab, library section, offices for chief residents and department staff, large conference room with interactive videoconference capability, private study areas, a lounge for the residents and medical students, after-hours electronic security access, and an automated resource directory for public access. Freeman Health System educates residents at two community-based hospitals, a Critical Access Hospital, community-based continuity care clinics staffed by residents with faculty supervision,

as well as individual physician offices. There are currently 26 physicians practicing with Freeman Health System and/or in southwest Missouri who were trained through Freeman residency programs.

2013, 2014, 2015 -- Psychiatry. Freeman's behavioral health arm, Ozark Center, received a HRSA Teaching Health Center Graduate Medical Education (THCGME) to develop its 12-person General Psychiatric Residency Program. Ozark Center's program exposes residents to a broad-based behavioral health curriculum across a wide spectrum of clinical and inpatient settings. It features a dynamic and comprehensive learning experience featuring many hands-on opportunities, coupled with excellent didactic training. This diverse learning experience prepares psychiatrists to provide broad-based mental health care, assume leadership roles in medicine and the community, and contribute to the evolving knowledge base of the specialty of psychiatry. In 2014, Ozark Center received additional HRSA THCGME funding to expand its residency to prepare osteopathic psychiatrists to provide effective patient-centered care to rural, underserved populations.

Strategy D: Secure and implement a grant that funds four additional internal medicine residency positions.

As one of only two osteopathic programs nation-wide to be awarded a HRSA Primary Care Residency Expansion (PCRE) grant, Freeman Health System expanded its IM Program by two positions, bringing the total to four first-year residents per year. Funding supported a Primary Care Rural Track, with the goal of training individuals who intend to establish primary care practices, thus helping address the projected shortage of primary care physicians. All IM residents conduct a minimum of six months of clinical rotations through these community-based facilities, giving them first-hand experience with the variety of settings they will experience as they establish their primary care practices.

Strategy E: Utilize a STARRT grant to ensure that new nurses get the support needed to experience success on the job.

Freeman Health System is very pleased to report that the Strategies to Advance Recruitment, Retention, and Training (STARRT) Program has made a tremendous difference in the bedside Registered Nurse (RN) retention rate. Between May 2012 and June 2015 the overall bedside RN retention rate increased from 67.1 percent to 85.28 percent. At the heart of the STARRT Program are Onboarding Specialists, clinical educators with a constant focus on ensuring new nurses are "brought onboard" for a full year from their dates of hire, and that they receive individually tailored support and learning opportunities. The dramatic improvement in retention for units with Onboarding Specialists has had a significant impact on Freeman Health System's strategic plan for professional development and leadership. Grant funding of \$250,000 for this program was provided by Missouri Foundation for Health.

Above and Beyond:

2013, 2014, 2015 - Freeman Health Academy. The Freeman Health Academy provides elementary, middle, and high school students with opportunities to meet and interact with healthcare professionals from across the health system. Through Freeman Health Academy, students learn from nurses, doctors, and other professionals about healthcare careers, helping them decide whether a career in healthcare – whether clinical or non-clinical – may be in their future. The tremendous impact of the Freeman Health Academy on students, staff/volunteers, and Freeman Health System is

evident. The time students spend at the hospital directly impacts their educational choices, career plans, and desire to return as Freeman employees. In December 2014 Freeman was recognized by the American Heart Association as one of only three worksites in the Midwest Region (11 states) with a Community Innovation award for the work that has been done with students through the Freeman Health Academy.