

Community Health Improvement Plan Report

Jan 2016 – Dec 2018



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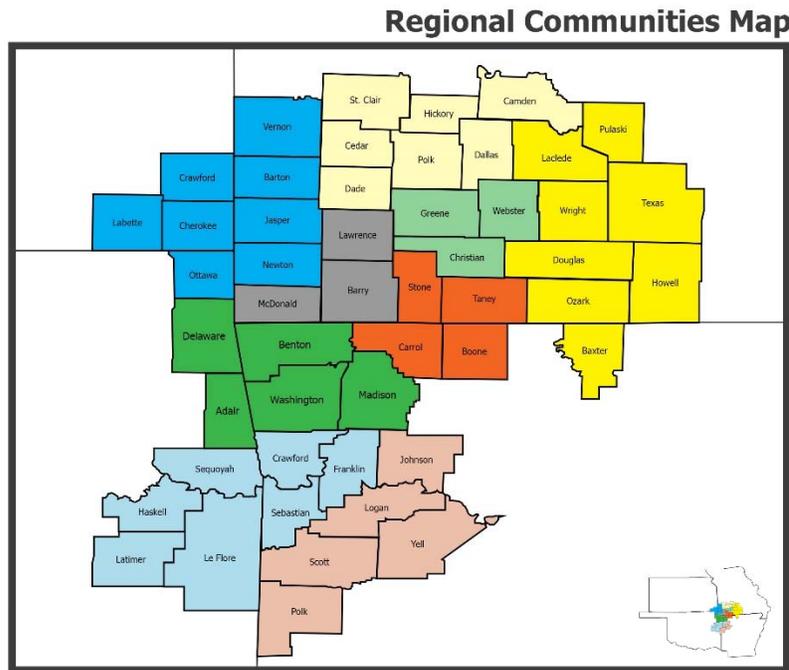
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Freeman Health System welcomes and encourages feedback and suggestions on future assessments and action plans. For more information, please visit <https://www.freemanhealth.com/about-us/community-health-needs-assessment>. Questions can be directed to: CommunityHealth@freemanhealth.com or by calling 417-347-4987. Visitors to the health system may also call to request a copy for review at each of the hospital information desks.

Introduction

In 2015, Freeman Health System joined other health systems and local public health agencies as a founding member of the Ozarks Health Collaborative (OHC). Together, the partners published a regional Community Needs Health Assessment (CHNA) spanning the 50 counties in Missouri, Kansas, Oklahoma, and Arkansas that represented the service areas of all participants. The OHC Region was divided into 9 multi-county Communities, each named after its largest metropolitan area.



Community Name	Community Color	Population	Land Area Rank
Rogers Community		532,979	4
Springfield Community		401,235	8
Joplin Community		321,884	3
Fort Smith Community		321,835	2
Lebanon Community		237,949	1
Bolivar Community		150,662	5
Branson Community		150,076	7
Booneville Community		101,177	6
Monett Community		96,315	9

Freeman Health System, through Freeman Hospital West, Freeman Hospital East, and Freeman Neosho Hospitals, serves the Joplin Community and parts of the Monett Community.

As OHC partners approached the CHNA process, the primary data collection point was Community Commons, through the Community Health Needs Assessment portion of the website.¹ Using public health data, 150 indicators were aggregated in comparison tables to allow for a side-by-side examination of the data between OHC Communities, as well as across the OHC Region, states and the nation. This process revealed that the OHC Region was under-performing on 34 indicators, which were grouped into related health issues. This process identified seven groupings that are considered Assessed Health Issues (AHI). Data was then paired with emergency department data from partner health systems, and the following AHIs emerged as high priority for the entire OHC Region:

- Cancer
- Cardiovascular Disease
- Diabetes
- Lung Disease
- Maternal and Child Health
- Mental Health
- Oral Health

These seven Assessed Health Issues were then submitted for community stakeholder and citizen input throughout the OHC Region via a survey conducted in English and Spanish. In the Freeman Health System service area, survey results were analyzed and health issues were further prioritized in a public meeting convened by the Jasper and Newton County Health Collaborative (CHC), under direction of the Joplin Health Department. Survey respondents and meeting participants prioritized the health issues using a Prioritization Matrix of five factors:

- Morbidity – Compared to National Rate
- Mortality – Compared to National Rate
- ED Visits – Associated with AHIs
- Feasibility – Perceived Ability to Address the Issue
- Readiness – Community Readiness to Address the Issue

Following the Prioritization Process, three Assessed Health Issues emerged as priorities in the Freeman Health System service area:

- Cardiovascular Disease
- Lung Disease
- Mental Health

Community Health Implementation Plan (CHIP)

With results of the CHNA, Freeman Health System prioritized programs and services to address the AHIs, as well as additional health priorities. Following is a report of activities supporting the strategies adopted by the boards of directors, as well as additional efforts implemented above and beyond the defined scope of Freeman's three-year CHIP (1/1/2016-12/31/2018). Having adopted a joint implementation strategy, the following report accounts for activities of Freeman Hospital West, Freeman Hospital East, and Freeman Neosho Hospital.

¹ Community Commons, <http://www.communitycommons.org>

FOCUS AREA: Cardiovascular Disease

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

Strategy 1: Support community health initiatives that address prevention and screenings.

2016, 2017, 2018 – 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 Screenings

Year	Persons Screened	Total Screenings	Abnormal Results	Blood Pressure Total	Blood Pressure Abnormal	Lipid Panel Total	Lipid Panel Abnormal
2016	6,188	41,734	15,241	4,088	2,880	3,741	3,631
2017	5,219	42,629	14,279	4,326	2,961	3,990	3,805
2018	5,098	47,343	14,169	4,239	2,718	4,047	3,908

Heart Disease Screenings

Freeman Screen Team also offers more in-depth heart disease 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.

Year	Persons Screened	Aortic Aneurysm	PAD Abnormal	Carotid Abnormal
2016	338	2	1	12
2017	395	2	2	11
2018	412	1	4	15

2016, 2017, 2018 – Four State Heart Walk. Freeman took a leading role in organizing and promoting the American Heart Association Four State Heart Walk in the fall of each year, with 418 participants raising more than \$37,000 over the three years to benefit cardiovascular research.

2016, 2017, 2018 - Go Red For Women Luncheon. Freeman sponsored this event each year, raising more than \$110,000 to benefit cardiovascular research.

Strategy 2: Level II Stroke Center Designation.

2016 – Stroke Center Designation. In early 2016, Freeman achieved Level II Stroke Center designation from the Missouri Time Critical Diagnosis System.

Strategy 3: Level I STEMI Designation.

2016, 2017, 2018 – STEMI Center Designation. In February 2017, Freeman completed the STEMI designation survey, and was notified of its designation as a Level I STEMI Center in May 2018. Missouri laws provide the Department of Health and Senior Services the authority to create designated STEMI centers that meet standards to provide definitive and timely treatment for STEMI patients. The law also stipulates that “patients who suffer a STEMI shall be transported to a STEMI center.” The law goes on to state that a healthcare professional shall instruct ambulance personnel

to transport a patient to the closest designated STEMI center, even when the hospital is located outside of the ambulance service's primary service area. The Level I STEMI Center designation is part of the state's Time Critical Diagnosis System, which identifies hospitals specially equipped to treat STEMI, stroke and trauma patients and improves both the speed and quality of care. The system coordinates the 911 response system, ambulance services and hospitals in a comprehensive, integrated approach. Participation in the new system is voluntary for hospitals.

Strategy 4: Educate health professionals regarding evidence-based research and best practices.

2016, 2017, 2018 – Grand Rounds. Periodically, all Freeman clinical staff are invited to participate in Grand Round presentation on select topics of professional interest. Best practices and case studies are highlighted, with an interdisciplinary focus on quality outcomes.

2017 – Toxic Stress Conference. In 2017, Freeman partnered with Economic Security Corp. and the American Academy of Pediatrics to hold a day-long conference on toxic stress in February 2017. Another result of this collaboration was the formation of the Childhood Resiliency Council, focused on educating a wide array of professionals and citizens about the medical, psychological and social impacts of early childhood trauma.

Strategy 5: Expand services through the introduction of new technologies and expertise.

2017-Transcatheter Aortic Valve Replacement. The health system introduced this minimally invasive technique, which gives hope to patients who suffer from severe aortic stenosis, but who are not ideal candidates for a complex open heart surgery. Freeman is the first and only local hospital to perform procedure, and 72 individuals have benefitted from it since it was first performed in April 2017.

2018 – Micra Transcatheter. Freeman became the first and only health system in the area implanting these pacemakers when John Swartz, MD began the procedure in 2018. The miniaturized Micra transcatheter pacing system is the world's smallest pacemaker. Traditional pacemaker implants require an incision to the upper chest and leads to be placed in the heart. The minimally invasive Micra delivery procedure decreases the risk of infection, hematoma, venous thrombosis and lead dislodgement.

Above and Beyond:

2016, 2017, 2018 – Recognition. The following were awarded to Freeman in recognition of excellence in quality care:

- 2016, 2017, 2018 – Hospital Safety Score “A” from The Leapfrog Group for overall quality performance in patient safety and preventing harm and medical errors
- 2016, 2017 -Blue Distinction Center for Cardiac Care designation from Blue Cross Blue Shield Anthem
- 2017 - Get With The Guidelines Stroke Silver+ Award by the American Heart Association
- 2017 - Community Innovation award for the Freeman Advantage Program by the American Heart Association
- 2017 - Mission: Lifeline® Silver Receiving Quality Achievement Award. Freeman earned this award by meeting specific criteria and standards of performance for the quick and appropriate treatment of STEMI patients by providing emergency procedures to re-establish blood flow to blocked arteries when needed. Eligible hospitals must adhere to these measures at a set level for 12 consecutive months to receive this American Heart Association award.

- 2018 - Freeman earned 69 individual awards for medical excellence and safety from CareChex®, a quality rating system that helps consumers evaluate healthcare providers, including a Medical Excellence Rating Top 100 nationally and Top 10% nationally for interventional carotid care.

FOCUS AREA: DIABETES

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

Strategy 1: Improve health and reduce diabetes through services of the Bariatric Center.

2016, 2017, 2018 – Freeman Bariatric Program. Two board-certified surgeons began offering gastric sleeve bypass surgery for patients in August 2014 when the Freeman Bariatric Program debuted. Hundreds of patients have benefitted from this weight loss surgery that can eliminate diabetes and other medical complications of obesity. Support services for these patients include monthly Diabetes Type 1 and Type 2 Support Groups, as well as Bariatric Support Groups. In 2018, the program was accredited as a Comprehensive Center under the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program.

Strategy 2: Support community health initiatives that encourage healthy eating and active living.

2016, 2017, 2018 – Joplin Family YMCA Events. Freeman employees organize and staff the Freeman Family 5K and 1 Mile Fun Run and Joplin Family YMCA Healthy Kids Day. Although the 2018 run was cancelled due to inclement weather, more than 850 runners and walkers registered for the 2016 and 2017 events, and more than 3,000 youth and families attended the Kids Day activities. The Freeman Auxiliary partnered with the Y to host National Senior Health & Fitness Day in 2018.

2016, 2017, 2018 – Healthy Parks Healthy People Initiative. In partnership with staff at the George Washington Carver National Monument, Freeman physicians coordinate “Walk with a Doc” to encourage physical activity. In addition to physician-led trail walks, Freeman staff have offered information about Marketplace insurance enrollment to visitors on National Trails Day.

2016, 2017, 2018 – Joplin Memorial Run. Since its inauguration following the EF-5 tornado that destroyed the Joplin city center in 2011, Freeman has been the presenting sponsor for Joplin Memorial Marathon. The event includes a marathon, half marathon, 5k and kids’ fun run, and drew between 2,200 and 3,200 participants from all over the United States and abroad. Dozens of Freeman employees are involved in planning the event, with the Freeman Sports Medicine team providing direct service support.

2018 – Chronic Disease Management Classes. Health system and University of Missouri Extension staff lead evidence-based classes in chronic disease self-management for patients with diabetes.

Strategy 3: Build partnerships with employers and schools that increase awareness, knowledge, and treatment of health factors impacting diabetes and obesity.

2016, 2017, 2018 – School Wellness Partnerships. Freeman has partnered with several school districts to focus on both staff and student wellness, and increased access to care during school hours. Districts include Carl Junction, Seneca, McDonald County, and Neosho, where Wellness Liaisons provide education, screenings, and organize healthy lifestyle activities.

The Neosho School District was recognized in 2017 with an Outstanding Achievement Award at the 20th Celebration for Schools presented from Southwest Center for Education Excellence, the vision of which is to improve educational outcomes. The District also won the Silver Workplace Health Achievement Award from the American Heart Association in both 2017 and 2018. A Freeman

employee serves as the Wellness Liaison to the district, providing faculty and student health education. A fitness room is provided 24/7 to all staff, and inside walking trails have been mapped within the school buildings in 2017. Nutritional counseling with a registered dietician is offered to staff at no charge, as was a six-week healthy cooking class in 2017. The district currently maintains a 96% staff participation in the wellness program by doing a wellness screening and filling out a health assessment. A Student Wellness and Activities Fair in 2016 and 2017 were attended by more than 400 participants, who enjoyed interactive booths teach kids and parents about health, wellness, and safety. Former WWC and WWE wrestling champion Marc Mero presented to student body about substance abuse, bullying, and suicide.

The Carl Junction School District Wellness program received a Bronze Workplace Health Achievement Award from the American Heart Association in 2017 and 2018. A Freeman employee serves as the Wellness Liaison to the district, providing faculty and student health education. New fitness equipment is available to staff 24/7 in a fitness room. In addition to a free four-week cooking class for staff, they participated in several challenges throughout the academic year: weight loss, Eat Smart Move More Holiday Challenge, Operation Gratitude, Spring Move and/or Loose, Recycling. Nutrition and CPR classes are provided to high school students, and elementary students enjoy a walking program.

Seneca Schools and Freeman Seneca Family Medicine joined forces in 2016, providing students and all staff with telecommunication and priority scheduling for immediate access to a nurse practitioner/physician. Prompt treatment allows them to return to the classroom as quickly as possible. During the 2017-2018 school year, volunteer staff from the Freeman Emergency/Trauma Department provided hands only CPR training to approximately 1,500 community members during home football games.

The McDonald County R-1 School District partnered with Freeman Clinic of Anderson to provide health care to students, faculty and staff in an easily accessible venue. School health clinics strive to improve the physical and mental health of students, increase access to health care and decrease the time lost from school by partnering to provide health services. School health programs provide an optimal setting to foster learning readiness and academic achievement while helping to meet the health care needs of children.

2016, 2017, 2018 – Diabetes Screenings. The Freeman Screen Team offers glucose testing to screen for indicators of diabetes. In 2016, of 3,389 total tests, 541 were abnormal. In 2017, of 4,156 tests, 676 were abnormal. In 2018, of 4,140 tests, 608 were abnormal, indicating an annual rate of 15-16% for abnormal results. These screenings are provided to Freeman's service area employers and communities. Throughout the year, Screen Team travels to community events and area employers providing glucose screenings to educate people on their health. Those screened are encouraged to follow up with their physician on abnormal results.

2016, 2017, 2018 – Missouri Council for Activity and Nutrition. Freeman staff have served in a number of leadership positions over the past three years, including MOCAN Chair, Worksite Wellness Chair, Food Systems Chair, Membership Chair, and Steering Committee ad hoc membership. During 2016-2017, the Worksite Wellness team developed the Missouri Worksite Tool Kit, and engaged a pilot group of five companies to start wellness programs focused on physical activity, nutrition, prevention and disease

management, mental health, and tobacco cessation.ⁱ The finished WorkWell MO Toolkit was presented by Freeman in spring 2017 to the Tri-State Human Resource Association, as well to area businesses in Springfield and Columbia, Missouri.

Strategy 4: Participate in local, regional, and state collaboratives working to reduce the prevalence of diabetes through collective impact.

2016, 2017, 2018 – Joplin Area Food Action Network. Since 2013, Freeman staff have led this food policy council that includes members representing 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 focus for the past three years has been Eat Smart in Parks, a statewide effort aimed at promoting healthier eating options in Missouri's state and local parks. This effort includes the development of model nutrition standards that guide parks in serving healthier options, training for state and local parks to assist them with using the guidelines, and materials to promote healthier items.

2016, 2017, 2018 - Freeman Farmers Market. Freeman offers 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 locally grown or produced vegetables, fruit, beef, chicken, pork, eggs, baked goods, honey, jams, salsa, and popcorn. 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.

2016, 2017, 2018 – One Joplin. One Joplin is a movement of people representing 73 organizations and growing, who have committed to work together for the long haul. The Health Team works to create an environment where everyone in Joplin has the right to a healthy well-being and the freedom from health obstacles². Community collaboration is facilitated in two areas: physical health and behavioral health. The physical health goal is to: Decrease prevalence of obesity of people 14 and older to at least the state percentage by 2022. The behavioral health goal is to: Decrease poor mental health days reported in the last 30 days to at least the state average by 2022. Freeman supported the founding of One Joplin with assistance to secure \$300,000 in grants for start-up personnel and program costs, as well as the participation of Freeman leaders.

2016, 2017, 2018 – Joplin and Newton Counties Community Health Collaborative (CHC). Since 1999, Freeman has participated in this regional collaborative, the mission of which is to generate partnerships that will gather, interpret and share health information with the community; promote healthy behaviors, improve access to care; and maximize efficient use of resources. Chaired by the Director of the Joplin Health Department, the CHC is instrumental in conducting community health needs assessments for the region. The Department's 2017 CHIP³ includes Diabetes as one of five priority health issues.

² <http://www.onejoplin.com/health.html>

³ <https://www.joplinmo.org/DocumentCenter/View/7237/CHIP-Document?bidId=>

2016, 2017, 2018 – McDonald County Health Collaborative. Freeman staff currently chair this collaborative, which focuses on health in McDonald County, a primary service area of Freeman Neosho Hospital.

Above and Beyond:

2016, 2017, 2018 – Breastfeeding Friendly Workplace. With grant funding from Missouri Department of Health and Social Services, Freeman created several lactation rooms, allowing mothers private spaces for nursing. As well, access to local breastfeeding resource brochures was made available to physician offices, hospitals, WIC offices, and area businesses. Missouri Department of Health and Senior Services and the Missouri Breastfeeding Coalition recognize employers in Missouri with policies supportive of their breastfeeding employees through the *Breastfeeding Friendly Workplace Award*. Employers are evaluated based policy and education, facilities, scheduling, and resources. In April 2018 the Freeman Children’s Clinic, Freeman Pediatric Care, and Freeman Human Resources received the Breastfeeding Friendly Workplace Silver Award.

2018 – CareChex. In 2018, Freeman earned 69 individual awards for medical excellence and safety from CareChex[®], a quality rating system that helps consumers evaluate healthcare providers, including a Medical Excellence Rating Top 100 nationally for bariatric surgery.

FOCUS AREA: CANCER

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

Strategy 1: Provide assistance for patients who can't afford cancer medications.

2016, 2017, 2018 – 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.

2016, 2017, 2018 – 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.

Patient Drug Copays

Year	Patients	Total
2016	65	\$115,933
2017	76	\$251,730
2018	91	\$112,301
	Total	\$479,964

Replacement Drug Savings

Year	Patients	Total
2016	24	\$1,231,859
2017	28	\$1,560,576
2018	21	\$1,531,227
	Total	\$4,323,662

Strategy 2: Support vulnerable populations with prevention, education, and financial support for health services.

2016, 2017, 2018 - Helping Friends Mammogram Fund. Administered by the Freeman Foundation, this fund 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.

Diagnostic Services

Year	Patients	Total
2016	18	\$9,823
2017	17	\$8,772
2018	86	\$65,860
	Total	\$84,455

Strategy 3: Offer screenings for early detection to improve treatment efficacy.

2016, 2017, 2018 – Enhanced Cancer Screenings. Because lung cancer is more typically diagnosed at a late stage, Low Dose CT Lung Cancer Screening accelerates opportunities for treatment in heavy smokers. 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.

2016, 2017, 2018 – Mammograms. Each year freeman completes approximately 12,000 screening mammograms and 2,000 diagnostic mammograms.

2016, 2017, 2018 – High Risk Assessments. A new service, Freeman began doing High Risk Assessments for genetic testing in June 2016. Patients complete assessments, and are referred to genetic testing or MRI screening when appropriate. More than 100 women benefitted from the service over the three years, with approximately 10% having a genetic mutation identified.

Strategy 4: Increase access to radiation oncology services.

2016, 2017, 2018 – The Cornell-Beshore Radiation Oncology Center. Launched in August 2015, the Center includes a 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.

Year	Consultations	Simulations	Treatments
2016	495	435	404
2017	553	472	422
2018	577	499	482
Total	1,625	1,406	1,308

Stereotactic Radiosurgery. Freeman began offering stereotactic radiosurgery, a single, high-dose application of several radiation beams to small tumors, instead of the many smaller doses given in standard treatment. The patient lies on a couch that rotates 180 degrees for maximum targeting, without harming surrounding tissues. This technique is used to treat brain tumors and other intracranial cancers.

Stereotactic Spine Radiotherapy. Stereotactic guided radiation is combined with CT guidance for the highest possible dose to spinal tumors while minimizing harmful side effects.

Stereotactic Body Radiation Therapy. SBRT combines elements of three-dimensional conformal radiotherapy/intensity-modulated radiation therapy, which links CT scans of the tumor site with treatment-planning software to determine optimum photon radiation beam direction and intensity, and image-guided radiation therapy (IGRT) techniques that cope with tumor motion and anatomy changes during the course of radiotherapy. SBRT allows the delivery of ablative dose of radiation to the target in significantly shortened treatment time, individual treatments, called "fractions" have been reduced from 35 to fewer than 5 in this approach, while minimizing damage to normal tissues in the tumor region. This approach has been used in patients with early stage or isolated recurrent/metastatic cancer in the lung, liver and other sites.

FOCUS AREA: MENTAL HEALTH**Objective: Coordinate patient care to include both behavioral and medical health.****Strategy 1: Develop priority pathway for patients presenting at the emergency department with mental health conditions.**

2016, 2017-EMBARK Program. A program to engage patients with serious mental illness at the Freeman West Emergency Department, the EMBARK team works with mental health professionals to coordinate care for patients with significant social complexity. The program received national recognition by Dr. Jeffrey Brenner of the Camden Coalition for its impact: 80% decrease in overutilization of the Ed by frequent users with mental illness, and a total uninsured charge savings of approximately \$1.5 million.

2017, 2018 – Certified Community Behavioral Health Clinic pilot program. Missouri is one of eight states selected to participate in the 2-year pilot program to expand mental health services in a comprehensive effort to integrate behavioral health with physical healthcare.

Strategy 2: Collaborate with public and private partners to optimize behavioral health care to municipal and county offenders.

2016, 2017 – Municipal Drug Court. The Bureau of Justice Assistance's Justice and Mental Health Collaboration Program increases public safety by facilitating collaboration among the criminal justice, juvenile justice, and mental health and substance abuse treatment systems. Ozark Center increased access to mental health and other treatment services for those individuals with mental illness or co-occurring mental health and substance use disorders.

Strategy 3: Maintain psychiatric inpatient unit to allow patients to receive care in the area.

2016, 2017, 2018 - Stephens Adult Psychiatric Unit. The 41-bed inpatient center located at Freeman East serves adults ages 18 and older who experience acute psychiatric disorders such as depression or schizophrenia and need a secure environment. The Stephens Unit provides crisis stabilization services with 24-hour nursing care. Treatments include psychopharmacology and individual and group therapy, provided by a team of board-certified psychiatrists, psychologists, activity therapists and social workers.

Strategy 4: Support community health initiatives that address behavioral and mental health.

2016, 2017, 2018 -- Health Energy and Life at Work (HEAL). The HEAL initiative provides education on mindfulness-based stress-reduction techniques through classes, presentations, seminars and mini-retreats, as well as online resources freely available to the public. In October 2017, the HEAL team launched the CALM campaign, which trained more than 1,500 Freeman employees, and was shared nationally by the American Nurses Association in its Daily Email Brief. In July 2018, Freeman WellBalance Coordinator Kris Drake and Karin Baughman, NP presented "Mindfulness in the Workplace: Redefining Wellness" at the quarterly meeting of the Missouri Council for Activity and Nutrition. The presentation will be placed on the MOCAN website for future viewing (www.mocan.org).

2017– Opioid Conference. One Joplin Health Team organized this regional event in conjunction with the City of Joplin Health Department, with Freeman staff featured as panelists. The conference

supported the Missouri Department of Health and Social Services' state-wide effort to increase awareness of the prevalence and evidence-based practices for opioid use and treatment.

2017 – PHQ2 Resource Guide. One Joplin Health Team developed and distributed a guide for primary care physicians in Joplin that listed resources available for individuals with depression.

2017, 2018 – Mental Health Apps. Ozark Center developed and launched the *Super Me!* App on Android, Windows, Mac, Linux and Steam platforms. *Help Kids Cope* is a second app that provides guidance on addressing 10 types of disasters including tornadoes, wildfires, earthquakes, and winter storms.

Strategy 5: Educate and train psychiatric residents.

2016, 2017, 2018 -- Psychiatry. Freeman's behavioral health arm, Ozark Center, received a HRSA Teaching Health Center Graduate Medical Education to develop its 12-person General Psychiatric Residency Program. From 2016-2018 Ozark Center had 8 new residents enrolled and 3 graduates elected to work in the Freeman/Ozark Center service area upon graduation. 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, the community, and contribute to the evolving knowledge base of the specialty of psychiatry. The program prepares psychiatrists to treat clients with substance abuse issues including addressing the opioid epidemic, and collaborates with osteopathic psychiatrists to provide effective patient-centered care to rural, underserved populations.

FOCUS AREA: SHORTAGE OF PHYSICIANS & HEALTH PROFESSIONALS

Objective: Increase access to health services by enhancing health professional recruitment efforts.

Strategy 1: Expand the graduate medical education program.

2016, 2017, 2018 – ACGME Accreditation. The Internal Medicine, Psychiatry and Otolaryngology D.O. Residency Programs received ACGME initial accreditation. Emergency Medicine is currently in pre-accreditation stages.

2017 – Pharmacy Residency. Freeman established its first pharmacy residency and received a six-year accreditation from the American Society of Health-System Pharmacists.

Strategy 2: Provide leadership to plan, facilitate, and support the operation of the Kansas City University (KCU) Medical School in Joplin.

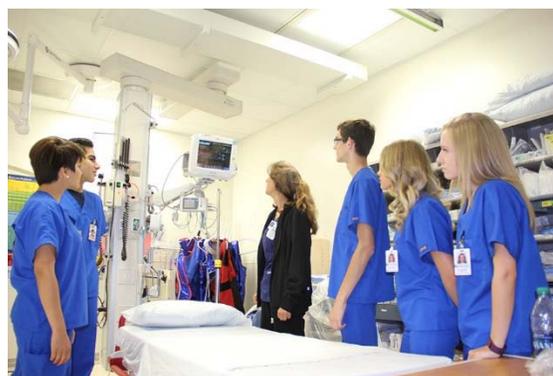
2017 – Standardized Patients. The Freeman Auxiliary partnered with KCU to train volunteers to serve as standardized patients for authentic training.

2017 – Recognition. Freeman received a 2017 Leapfrog Group Top Teaching Hospital award.

2018 – Medical Students. Freeman instructed 42 medical students during 2018, with that number poised to expand significantly over the next three years. Freeman has more than 100 teaching physicians on staff to support medical student and residency programs. Many faculty hold Adjunct Clinic Professor or Assistant Professor credentials at KCU. Freeman residents also support KCU by teaching and assisting with labs for first and second year medical students.

Strategy 3: Provide outreach and education for K-12 students regarding health care career pathways.

2016, 2017, 2018 - Freeman Health Academy. The Freeman Health Academy aligns with the academic year and provides juniors in high school 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 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 in the Freeman Health Academy directly impacts their educational choices, career plans, and desire to return as Freeman employees. The 2018-2019 class currently has 14 students who meet on a monthly basis to learn about different aspects of healthcare at our facility.



2016, 2017, 2018 – Futures Program. Freeman Student Volunteer Futures Program provides high school students with opportunities to experience patient care situations, in order to explore medical careers. Students experience simulations at Kansas City University of Medicine and Biosciences Joplin campus. In 2018, more than \$8,000 in college scholarships were awarded to Futures participants.

Strategy 4: Support the recruitment and professional development of nurses.

Freeman utilizes Shared Governance, a structural model to help the bedside nurse work collaboratively with nursing leaders, giving them an equal voice in decision-making processes. It empowers nurses to take the lead and creates a decentralized method of decision-making. This empowerment allows nurses to control the content and implementation of their practices and outcomes. Five Councils provide direction: Coordinating; Practice & Safety; Technology; Professional Development; and Quality. In addition, Unit-based Councils represent specific patient populations.

2016, 2017, 2018 – Nurse Residency Programs. Freeman continues to support the *GN Residency Program* with expansion to several new nursing units in 2017 and 2018.

2016, 2017, 2018 – The Advancing Professional Program. TAPP is an exciting opportunity that encourages professional development through continuing education, community service, active participation in Shared Governance and a commitment to the health system through involvement in process and quality improvements. Providing a shared method of investment to nurses and the health system, TAPP ultimately improves patient care and the nursing culture.

2016, 2017, 2018 – Celebrating Freeman Nurses. This annual event features a nationally recognized speaker, dinner, an awards ceremony and more. Funds raised support the Nursing Education Fund.

2017 – DAISY Awards. Anyone can nominate a Registered Nurse for the Diseases Attacking the Immune System Award, an international recognition program that honors and celebrates the skillful, compassionate care nurses provide every day. Three nurses each year, chosen from nominations, receive gifts including a box of cinnamon rolls and a DAISY pin.

2018 –Nursing Recruitment and Retention Plan. Reduced bedside turnover from 33.32% to 21.88%. Recruitment and retention initiatives that have been implemented during the report period include:

- Recruitment advertisement on job boards, social media platforms, mailers, radio ads, and billboards
- Numerous visits by HR and Nursing Leadership to area nursing schools, career fairs, and recruitment events throughout the year
- Development and implementation of a new role (Care Support Aides) to provide support for the nursing team
- Sustainment of Employee of the Month program to recognize nursing team members
- Multiple nursing celebrations for quality achievements, recognitions by patients/families, or in appreciation of hard work
- Continued growth and expansion of the Nursing Education Fund allowing multiple nurses to continue their education, attend conferences, or obtain specialty certifications
- Celebration Rounds by CCO and VP Nursing Services to recognize employee birthdays and service milestones
- Approval of Agency Nurses to help supplement current staffing while continuing to recruit and retain nurses
- Nursing Tuition Assistance Program – new program initiated this month that is open to any employee in nursing school.

ⁱ <https://extension2.missouri.edu/programs/workplace-wellness>