FLOYD
Cherokee Medical Center

2019
Community Health Needs Assessment

Forward

Floyd is committed to the health of members in our service area. This Community Health Needs Assessment (CHNA) was completed in May 2019 to provide a snapshot of the health of Floyd's primary service area, which includes Floyd, Polk and Chattooga counties in northwest Georgia and Cherokee County in northeast Alabama. This document was developed in compliance with IRS 501(r) guidelines, incorporating input from community stakeholders and public health experts. The decision data used in this assessment was resourced from publicly reported aggregated health information and internally generated statistical information. The data was then extrapolated to identify the health needs of this community. This information is publicly available and may be used by diverse stakeholders in our community to address identified health needs, either individually or in partnership with others. The data presented in the Floyd CHNA will be updated every three years and will be available for public inspection and comment.

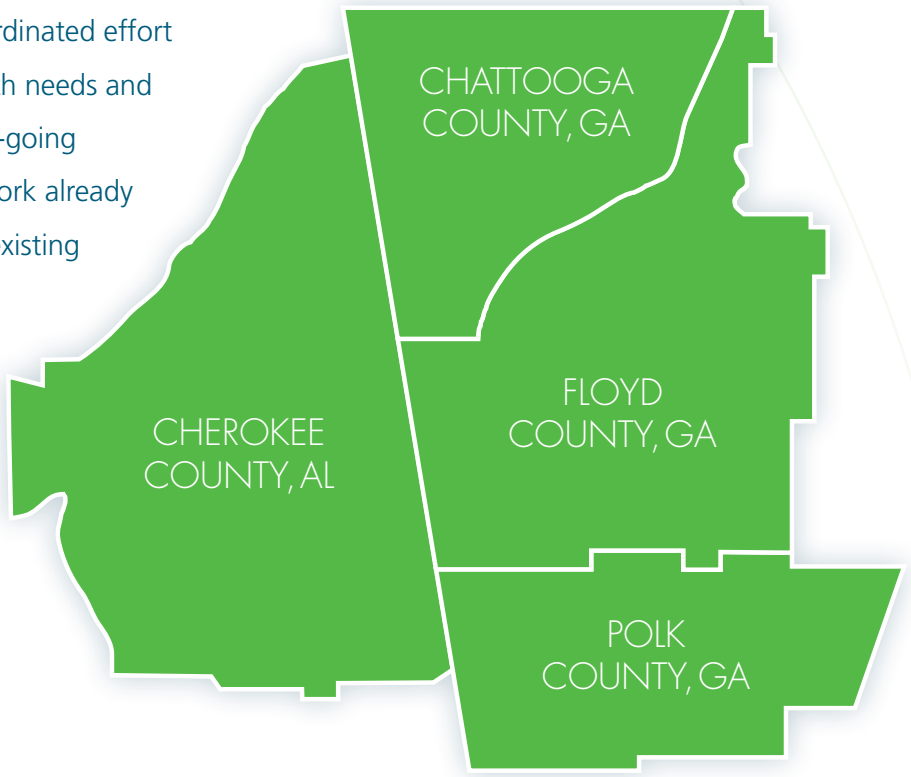
This Community Health Needs Assessment (CHNA) was completed in May 2019 to provide a snapshot of the health of Floyd's primary service area, which includes Floyd, Polk and Chattooga counties in northwest Georgia and Cherokee County in northeast Alabama.

Table of Contents

Introduction 2
About Floyd 3
Objectives of this CHNA 6
Community Profile 7
Community Health Profile 9
Community Survey Findings 11
Summary of Community Health Needs 14
CHNA Implementation Plan 19
Approval 23
Appendices 24

Introduction

This document is a comprehensive summary of the health status and needs of the residents of Floyd, Polk and Chattooga counties in Georgia and Cherokee County in Alabama. This community health profile is intended to help the community, Floyd Medical Center, Polk Medical Center and Cherokee Medical Center and other organizations better understand the health needs and priorities of our residents and to identify opportunities to improve the health and quality of life of the individuals who live and work here. The needs assessment was initiated by Floyd Medical Center, Polk Medical Center and Cherokee Medical Center to fulfill a requirement in the federal Patient Protection and Affordable Care Act, enacted in March 2010, requiring tax-exempt hospitals to conduct a CHNA and then to implement strategies that address the findings. There is already a coordinated effort in the counties to assess and prioritize health needs and then collaboratively address them on an on-going basis. This CHNA is a complement to the work already underway, serving as both a barometer of existing initiatives and a compass for future efforts. This information may be used by Floyd Medical Center, Polk Medical Center and Cherokee Medical Center or any other community health stakeholders to develop and implement strategic plans to meet identified community health needs.



About Floyd

Floyd is a not-for-profit, regional health system with a four-county primary service area in northwest Georgia and northeast Alabama. The organization has a long-standing tradition of providing leading-edge care tailored to meet the needs of the people who live, work and play in Floyd, Polk, Chattooga and Cherokee counties. Floyd Medical Center has grown considerably since first opening on July 4, 1942. Now in its eighth decade of service, Floyd provides a network of care services throughout the region. At the center of this care are Floyd Medical Center, a 304-bed, acute care hospital in Rome, Polk Medical Center, a 25-bed, critical-access hospital in Cedartown and Cherokee Medical Center, a 60-bed hospital in Centre, Alabama. Together, these three hospitals provide a full range of health care services from prenatal childbirth classes to grief support groups through Heyman HospiceCare at Floyd, and including emergency medicine, a Family Medicine Residency Program and specialty centers for bariatric surgery, inpatient diabetes care, palliative care, stroke care and total joint replacement. More than 2,200 babies are born at Floyd Medical Center each year, and our Family Birth Center includes a Level III neonatal intensive care nursery.

In addition, the Floyd family includes a state-designated Level II Trauma Center, a behavioral health center, a primary care and urgent care network of providers and a host of outpatient services, including the Floyd County Clinic and an associated pharmacy for uninsured patients who cannot otherwise afford health care.

Education and training is a cornerstone to the Floyd philosophy of care. The organization partners with Georgia Northwestern Technical College, Georgia Highlands College, Shorter University, Berry College and numerous other educational institutions, to provide clinical rotations for students. Floyd provides additional support by offering scholarships to students and employee incentives to support a foundation of excellence, expertise and advancement. These commitments help develop and retain highly trained, well-qualified medical professionals to meet the health needs of our communities.

About Floyd *continued*

Mission and Vision

Our mission is to be responsive to the communities we serve with a comprehensive and technologically advanced health care system committed to the delivery of care that is characterized by continually improving quality, accessibility, affordability and personal dignity.

Our vision is to be the regional health care provider of choice and the employer of choice. We strive to deliver patient- and family-centered care that is compassionate, sensitive and respectful of each individual's needs.

Economic Impact

The Floyd health system is an economic leader and catalyst for growth in northwest Georgia. The organization is the region's largest employer with more than 3,300 employees and an annual payroll of approximately $230 million.

With deep roots within the communities we serve dating back to 1942, Floyd takes an active role in supporting the local economy through employment, local spending and strategic community partnerships. The Floyd health system generates a total economic impact on the regional economies of $773,333,490.

Health Care Delivery

For the fiscal year ending June 30, 2018, Floyd Medical Center and Polk Medical Center reported the following combined service volumes:

- 16,650 inpatient admissions
- 2,213 births
- 101,940 emergency room visits
- 18,140 inpatient surgery procedures
- 217,224 outpatient visits

Note: Cherokee Medical Center joined the Floyd system on June 1, 2018. Healthcare delivery statistics are not available for Cherokee Medical Center for FY 2018.

Indigent Care

As a system of not-for-profit hospitals, Floyd is committed to providing access to care for everyone in our service area. Each year, the hospitals provide care to thousands of uninsured and indigent patients. Uninsured, indigent and medically indigent patients are connected to resources through our financial counseling department. In addition, qualifying individuals are referred to the Floyd County Clinic and We Care programs, both of which are operated by Floyd Medical Center.

In fiscal year (FY) 2018, Floyd Medical Center provided $33.23 million in unreimbursed indigent and charity care to individuals who could not afford to pay for their health care. The Floyd County Clinic recorded 1,676 outpatient visits, and the Floyd Medical Center pharmacy provided prescriptions to 815 Floyd County Clinic patients in FY 2018 at a cost of $421,627. We Care, which is aimed at controlling and improving chronic conditions with preventive care, assists low-income patients without health insurance or governmental benefits. In FY 2018, the We Care program provided assistance to 195 patients.

Care for Lower Income and Elderly Populations

During FY 2018, 40% of the Floyd Medical Center and Polk Medical Center's patient populations were covered by Medicare, and 19% of patients were covered by Medicaid. Floyd Medical Center subsidized $31.75 million in unreimbursed care to Medicare patients and $18.93 million in care to Medicaid patients. Neither of these programs cover the total cost of providing medical care to covered patients. Floyd began managing Cherokee Medical Center on June 1, 2018. Fiscal year 2018 payor statistics for Cherokee Medical Center are not available.

Community Health Improvement Programs

Community outreach is a vital element of the care and support of the community. An extensive list of these programs is available in the organization's Community Benefit Report. Following are some highlights from the report.

In FY 2018, the organization's outreach into the community, along with the provision of trauma and neonatal intensive care services, recorded more than 151,000 touchpoints through educational programs and screenings, physical examinations for athletes, childbirth classes, support groups and publications. Floyd co-workers and volunteers contributed 146,354 hours to community endeavors at an expense of $2,133,506.

- 116 individuals learned about childbirth, breastfeeding and newborn care through childbirth education classes at a cost to the organization of $4,907.
- 1,220 individuals received information about diabetes at a cost to the organization of $7,555.
- 120,020 individuals benefitted from the presence of Floyd Emergency Medical Services at community events at a cost to the organization of $134,418.
- 9,264 students learned about safety and health education in school-based health education programs at a cost of $25,232.
- 425 student athletes received free sports physicals at a cost to the organization of $1,151.

Focus groups conducted during the CHNA process recognized Floyd's role in providing indigent care for the community, and our community outreach programs, including such things as our focus on high blood pressure; however, the groups also mentioned the need for better communication with regard to Floyd providing these programs. We are addressing this communication need in the attached Implementation plan.

Objectives of CHNA

Floyd Medical Center, Polk Medical Center and Cherokee Medical Center have a long-standing history of providing initiatives focused on improving the health of the citizens of Floyd, Polk, Chattooga and Cherokee counties. Floyd Medical Center, Polk Medical Center and Cherokee Medical Center approached the CHNA as an opportunity to evaluate and assess the existing health of the community, to engage community leaders and public officials in discussions about these needs, and to continue formal and informal conversations on how to ensure health improvement efforts and resources are aligned with community health priorities. Goals of the CHNA are as follows:

- Identify community health needs
- Better understand community health needs
- Identify resources to ensure that services and impact are appropriately allocated
- Collaborate with community partners to achieve a positive community impact
- Improve the health of the community with measurable results.

The health and wellness of the community is a shared responsibility among many stakeholders and entities, including, but not limited to, governmental agencies, community organizations, educational institutions and the community members themselves. Although IRS requirements for a CHNA apply specifically to not-for-profit hospitals, it is important to acknowledge that not-for-profit hospitals are neither required nor able to address every identified need. The best approach to meeting the needs of the community is one of collaboration, with community partners working together to implement and achieve effective community health improvement.

Methodology

Under the direction of the Corporate Compliance Officer, the Floyd Planning and Public Relations departments gathered and analyzed the statistical information used in this CHNA. This information was reviewed with the CHNA committee, compiled by the organization's Corporate Communications Coordinator and produced by the Floyd Public Relations department. Floyd conducted this CHNA using a comprehensive and methodologically rigorous process that reflects established best practices.

Secondary Data Sources

To identify the health and socioeconomic needs of the community, Floyd conducted an analysis of publicly available data. Secondary data sources in the form of maps and tables detailing population demographics, mortality, morbidity, health behavior, clinical care and physical environment also were used to identify needs. The data compiled from national and state sources provided a targeted view of the four-county primary service area. This information was paired with hospital-specific data and validated with stakeholders and community leaders in health care, community service and education.

Interpreting This Assessment

For ease in reading, interpreting and comparing reports from other service areas, this document has been organized into distinct sections, each described in the Table of Contents. A combination of national, state, regional and local secondary data (information obtained from other sources) was used. Sources are listed in the Appendices that follows the report. All data appear in table and/or graph form, with supporting text.

Community Profile

Definition of Community and Geographic Assessment Area

Floyd Medical Center, Polk Medical Center and Cherokee Medical Center provide care within a primary service area of four counties encompassing 1,687.35 square miles in northwest Georgia and northeast Alabama. The predominantly rural area has a population of 188,363 (2017). This four-county service area is the defined community for the purposes of this assessment.

Total Population

Report Area	Total Population	Total Land Area (Square Miles)	Population Density (Per Square Mile)
Report Area	188,363	1,687.35	112.06
Cherokee County, AL	25,855	553.76	46.69
Chattooga County, GA	25,046	313.33	79.94
Floyd County, GA	96,199	509.92	188.65
Polk County, GA	41,263	310.34	132.96

Data Source: US Census Bureau, American Community Survey. 2013-17. Source geography: Tract

Income

The relationship between educational achievement, poverty and health needs is well documented and reflected in the four-county service area. Statistically, those who are less educated have a greater chance of living in poverty, and those living in poverty are more likely to be less educated. As a result, lower socioeconomic status and/or educational attainment is often reflected in the uninsured and underinsured population, affecting access to care and preventive care services.

	Cherokee County, AL	Chattooga County, GA	Floyd County, GA	Polk County, GA
Median Family Income	$40,041	$41,892	$53,411	$48,090
Percent in Poverty (all)	16.1%	22.5%	18.1%	19%
Percent in Poverty (children 0-17)	20%	29%	25%	30%
Percent Rural	85.7%	57.6%	36.8%	51.4%
Children Eligible for Free Lunch	64%	67%	58%	83%

Data Source: US Census Bureau, American Community Survey. 2013-2017.
Data Source: US Census Bureau, Alabama: 2010 Census of Population and Housing
Data Source: National Center for Education Statistics, NCES-Common Core of Data, 2016-17.

Education Attainment

Report Area	Percentage of Residents that Graduate High School	Percentage of Residents with College Bachelor's Degree	Percentage of Residents with High School Diploma
Cherokee County, AL	95%	12.47%	32.2%
Chattooga County, GA	86%	8%	38.9%
Floyd County, GA	92%	18%	31.9%
Polk County, GA	82%	12%	38.2%

Data Source is the US Census Bureau. American Community Survey 2019.

Community Profile *continued*

Health Care Providers

Report Area	Total Population, 2014	Primary Care Physicians, 2014	Primary Care Physicians (Rate per 100,000 Pop.)
Cherokee County, AL	26,037	7	27
Chattooga County, GA	24,939	1	4.01
Floyd County, GA	96,063	130	135.33
Polk County, GA	41,133	13	31.6

Data Source: US Department of Health & Human Services, Health Resources and Services Administration, Arco Health Resource File. 2012.
Data Source: Robert Wood Johnson Foundation, County Health Rankings & Roadmaps

Report Area	Estimated Population	Number of Mental Health Providers	Ratio of Mental Health Providers to Population (1 Provider per x Persons)	Mental Health Care Provider Rate (Per 100,000 Pop.)
Cherokee County, AL	25,857	5	5,171.4	19.3
Chattooga County, GA	24,770	8	3,096.3	32.3
Floyd County, GA	97,613	118	827.2	120.9
Polk County, GA	42,085	28	1,503	66.5

Data Source: University of Wisconsin Population Health Institute. County Health Rankings. 2017. Source geography: County

Access to Care

Access to medical care is limited or enhanced by many factors including insurance or other health plan coverage, transportation, availability of providers, personal finances, cultural perception and proximity to care. Lack of access or limited access to care is a barrier to preventive health, disease management and overall community health.

Report Area	Total Population (For Whom Insurance Status Is Determined)	Adult Population Without Health Insurance	Percent Uninsured
Cherokee County, AL	25,561	2,305	9%
Chattooga County, GA	23,173	3,627	16%
Floyd County, GA	94,340	13,696	15%
Polk County, GA	41,217	6,605	16%

Data Source: US Census Bureau, American Community Survey 2013-17.

Community Health Profile

Lifestyle and Healthy behaviors

Chronic diseases (such as cancer, heart disease, and diabetes) are among the most common, costly and preventable health problems in the United States. Chronic diseases are conditions of long duration and generally slow progression. Individuals can avoid many chronic diseases by adopting healthy behaviors: engaging in moderate physical activity, eating a healthy diet, limiting alcohol consumption and not using tobacco products.

Following are health-impacting behaviors identified among the adult residents of Floyd, Polk, Chattooga and Cherokee counties.

Maternal and Child Health Low Birth Weight

Report Area	Percentage
Cherokee County, AL	8.9%
Chattooga County, GA	7%
Floyd County, GA	9%
Polk County, GA	9%

Data Source: Robert Wood Johnson Foundation, County Health Rankings & Roadmaps, 2019

Teen Birth Rate

Report Area	Percentage
Cherokee County, AL	41%
Chattooga County, GA	59%
Floyd County, GA	32%
Polk County, GA	51%

Data Source: Robert Wood Johnson Foundation, County Health Rankings & Roadmaps, 2019

Overall Health

2019 Conditions	Cherokee County, AL	Chattooga County, GA	Floyd County, GA	Polk County, GA
Poor or Fair Health	19%	21%	18%	19%
Adult Smoking	19%	21%	18%	19%
Adult Obesity	36%	34%	35%	35%
Physical Inactivity	32%	29%	26%	27%
Excessive Drinking	15%	16%	15%	16%
Alcohol-Impaired Driving Deaths	18%	31%	10%	10%

Data Source: Robert Wood Johnson Foundation, County Health Rankings & Roadmaps, 2019.

Community Health Profile *continued*

Cardiovascular Disease

Cardiovascular diseases are the leading causes of death in the United States and in Floyd, Polk, Chattooga and Cherokee counties. Although a number of cardiovascular diseases and conditions affect residents, only the following are reviewed in this section:

- High blood pressure (or hypertension) is indicated by a systolic blood pressure consistently over 140 or a diastolic blood pressure consistently over 90.
- Hypertensive heart disease is a late complication of high blood pressure that affects the heart.
- Obstructive heart disease (includes heart attack) causes weakened heart pumps, due to previous heart attacks or current blockages of the coronary arteries.
- Stroke is the sudden, severe onset of the loss of muscular control, with reduced or complete loss of sensation and consciousness, due to the rupture or blocking of a cerebral blood vessel.

Cardiovascular Disease Hospital Discharges

The following figure and tables analyze cardiovascular disease hospital rates among residents of Floyd, Polk, Chattooga and Cherokee counties.

2014 Major Cardiovascular Rate per 100,000

Report Area	Deaths	High Blood Pressure	Obstructive Heart Disease	Hypertensive Heart Disease
Cherokee County, AL	409.9	N/A	125.99	N/A
Chattooga County, GA	411.8	20.2	145.3	N/A
Floyd County, GA	386.2	5.1	128.1	6.1
Polk County, GA	396.8	N/A	185.3	16.6

Data Source: Alabama Public Health, County Health Profiles 2015
Data Source: Online Analytical Statistical Information System (OASIS), Georgia Department of Public Health

Community Survey Findings

Cherokee Medical Center conducted a Community Survey to validate data, give members of the community an opportunity to comment on the previous Community Health Needs Assessment and to provide community-level insight into the health needs for each of the counties in our primary service area. Participants in the survey included Cherokee County health care and community leaders, and included representatives from health care, law enforcement, chambers of commerce, business, industry, education, volunteers and elected officials. Participants demonstrated a community-wide knowledge and an understanding of community challenges and needs.

Participants were asked to rate their personal health, provide information about their own access to health care services, as well as to rate the health of the community and assess the issues and barriers to health within the community.

Survey Highlights

- Respondents identified **access to care** as the most important issue facing Cherokee County. Other responses include:
  - ✓ education and resources about healthy alternatives
  - ✓ emergency care
  - ✓ having a good doctor and a great hospital
  - ✓ leadership and reputation
  - ✓ mental health
  - ✓ overall care
  - ✓ physical health
  - ✓ positive environment
  - ✓ Quality care
  - ✓ regular exams
  - ✓ transportation

- Survey participants site **drug/alcohol use**, **abuse or addiction** as the single most important health problem in Cherokee County. Other issues to surface include:
  - ✓ access to care for the uninsured
  - ✓ cancer
  - ✓ cost of health care
  - ✓ diabetes
  - ✓ elder care
  - ✓ health issues of retired population
  - ✓ heart disease
  - ✓ high blood pressure
  - ✓ lack of community activities
  - ✓ lack of routine care
  - ✓ mental health
  - ✓ obesity
  - ✓ poor diet
  - ✓ preventative care
  - ✓ smoking
  - ✓ stroke

Community Survey Findings *continued*

Survey Highlights *continued*

When asked which risky behaviors most affect the community, survey respondents again agreed that **drug use** was the greatest concern. Additional risky behaviors cited include the following:

- ✓ failure to take appropriate preventative measures
- ✓ obesity
- ✓ tobacco use
- ✓ unmanaged diabetes
- ✓ unmanaged mental health issues
- ✓ unprotected sex

Cherokee County participants cited **education** as the primary factor impacting the community's health. This topic elicited the most varied responses:

- ✓ cost
- ✓ drugs
- ✓ environment
- ✓ health care outreach
- ✓ lack of accountability
- ✓ lack of health insurance
- ✓ lack of knowledge
- ✓ lack of education
- ✓ mental health
- ✓ obesity
- ✓ pesticides in lake
- ✓ poverty
- ✓ preventative care
- ✓ stress
- ✓ unemployment
- ✓ using doctor and hospital

Community Survey Findings *continued*

Survey Highlights *continued*

- When respondents were asked what would improve healthcare delivery in their communities, responses also were varied, but consistent. Cherokee County participants cited education and educational resources as a primary need. Other responses included the following:
  - ✓ access to effective treatment in a timely manner
  - ✓ continued improvements to the local hospital
  - ✓ expanded Medicaid
  - ✓ health-focused education for children
  - ✓ improved hours of service for physicians
  - ✓ improved mental health resources
  - ✓ mobile care
  - ✓ more competition
  - ✓ more local, physician specialists
  - ✓ vascular specialist
- Participants in the survey agreed the overall health of the four-county area needs improvement. Thirty-five percent of respondents rated the overall health of Cherokee County as either "unhealthy" or "very unhealthy. Fifty-nine percent of respondents rated the overall health of the county as "somewhat healthy." Only 7 percent of respondents rated the community's overall health as "healthy."

Summary of Community Health Needs

By comparing the prevalence of chronic diseases to indicators in other categories (e.g., poor diet and exercise) with outcomes (e.g., high rates of obesity and diabetes), causal relationships emerge, allowing a better understanding of how certain community health needs may be addressed. In reviewing these alongside secondary data sources, surveys and focus groups, community health needs emerge:

- Access to care
- Cardiovascular disease
- Mental and behavioral health
- Nutrition and Wellness

While obesity and general health emerged as health issues, the impact of mental health needs were the foremost community health concern raised by residents and stakeholders. Improving access to services was viewed as critical to address these community health issues.

Access to Medical Care and Prevention Services

Accessing care is a primary concern among stakeholders who frequently described the barriers residents face navigating the complex health care system. Despite the expansion of health care coverage, financial, transportation and linguistic barriers prevent some residents from receiving care in a timely and consistent manner. A significant portion of the population does not qualify for Medicaid coverage and does not have the resources to purchase health care insurance on the federal exchange. In addition to the challenges of obtaining affordable and consistent health insurance coverage, transportation was identified by several stakeholders as preventing residents from getting to appointments.

While participants considered the communities to be rich in resources, participants identified a gap in the awareness of available services. Residents and stakeholders frequently expressed concern regarding the lack of youth programming available in neighborhoods.

Cardiovascular Disease

According to the CDC, coronary heart disease is the most common type of heart disease, causing nearly 630,000 deaths per year and costing over $200 billion overall in health services, medication, and lost productivity. Coronary heart disease is a leading cause of death in the United States Contributing factors include obesity, tobacco use, high blood pressure, high cholesterol levels and lack of physical activity.

Summary of Community Health Needs *continued*

Diabetes

This indicator reports the percentage of the Medicare fee-for-service population with diabetes.

Report Area	Total Medicare Beneficiaries	Medicare Percent with Diabetes	Prevalence Total Population
Cherokee County, AL	4,437	29.1%	14%
Chattooga County, GA	3,422	28.7%	12%
Floyd County, GA	13,123	29.2%	15%
Polk County, GA	5,490	32.3%	13%

Data Source: Centers for Medicare and Medicaid Services, 2017. Source geography: County
Data Source: Robert Wood Johnson Foundation, County Health Rankings & Roadmaps, 2019

Depression

This indicator reports the percentage of the Medicare fee-for-service population with depression.

Report Area	Total Medicare Beneficiaries	Medicare Percent with Depression	Frequent Mental Distress Total Population
Cherokee County, AL	4,437	20.9%	14%
Chattooga County, GA	3,422	20.5%	13%
Floyd County, GA	13,123	24%	12%
Polk County, GA	5,490	24%	13%

Data Source: Centers for Medicare and Medicaid Services, 2017. Source geography: County
Data Source: Robert Wood Johnson Foundation, County Health Rankings & Roadmaps, 2019

High Blood Pressure (Medicare Population)

This indicator reports the percentage of the Medicare fee-for-service population with hypertension (high blood pressure).

Report Area	Total Medicare Beneficiaries	Percent with High Blood Pressure
Cherokee County, AL	4,437	64.2%
Chattooga County, GA	3,422	64.3%
Floyd County, GA	13,123	67.6%
Polk County, GA	5,490	67.2%

Data Source: Centers for Medicare and Medicaid Services, 2017. Source geography: County

Summary of Community Health Needs *continued*

Mental and Behavioral Health

Mental health emerged as a pervasive community health need, ranging from stress and depression to attention deficit disorders and schizophrenia. Psychological distress can affect all aspects of our lives. It is important to recognize and address potential psychological issues before they become critical. Occasional down days are normal, but persistent mental/emotional health problems should be evaluated and treated by a qualified professional. Delays in mental health treatment can lead to increased morbidity and mortality, including the development of various psychiatric and physical comorbidities. In addition, it can lead to the adoption of life-threatening and life-altering self-treatments that can lead to substance abuse.

Nutrition

Good nutrition is vital to good health, disease prevention, healthy growth and development of children and adolescents. Evidence suggests that a diet of nutritious foods and a routine of increased physical activity (http://www.cdc.gov/physicalactivity/everyone/getactive/index.html) can reduce the incidence of heart disease, cancer and diabetes — the leading causes of death and disability in the United States. A lack of access to healthy foods is often a significant barrier to healthy eating habits. Low-income and underserved areas often have limited numbers of stores that sell healthy foods. People living farther away from grocery stores are less likely to access healthy food options on a regular basis, and thus, more likely to consume foods that are readily available at convenience stores and fast-food outlets. Food insecurity, defined as limited availability or uncertain ability to access nutritionally adequate foods, is associated with chronic health problems including diabetes, heart disease, high blood pressure, hyperlipidemia, obesity and mental health issues including major depression. Challenges include accessibility to and awareness of healthy food options and availability of food, particularly in the summer months when children do not have daily access to school breakfast and lunch programs. Poverty in itself is not the only indicator of food insecurity. Unemployment and low wage are of equal importance.

Summary of Community Health Needs *continued*

Nutrition *continued*

Food insecurity is especially harmful for children and the elderly. Proper nutrition is critical to a child's development. Not having enough of the right kinds of food can have serious implications on a child's physical and mental health, academic achievement and future economic prosperity. Seniors face a number of unique medical and mobility challenges that put them at a greater risk of hunger. Many find themselves struggling with health issues on fixed incomes, and many are forced to choose between paying for groceries and buying medicine.

Food Insecurity Rate

Report Area	Total Population	Food Insecurity Rate
Cherokee County, AL	25,857	13%
Chattooga County, GA	24,770	15%
Floyd County, GA	97,613	14%
Polk County, GA	42,085	13%

Data Source: Robert Wood Johnson Foundation, County Health Rankings & Roadmaps, 2019

Low Access to Healthy Foods

Report Area	Total Population	Percent Low Income Population with Low Food Access
Cherokee County, AL	25,857	<1%
Chattooga County, GA	24,770	3%
Floyd County, GA	97,613	9%
Polk County, GA	42,085	5%

Data Source: Robert Wood Johnson Foundation, County Health Rankings & Roadmaps, 2019

Summary of Community Health Needs *continued*

Community Suggested Approaches to Address Needs

When participants were asked to suggest future programs and services, the overarching themes that emerged included offering health education and information, providing services in the community, strengthening engagement and network development and increasing physical activity opportunities.

Conclusion

Access to care, cardiovascular disease, mental health services and nutrition were seen as significant concerns that affect many residents. The distribution of behaviors and health outcomes consistently follow social and economic patterns. Furthermore, some barriers to accessing care continue to prevent current programs and initiatives from reaching the populations in need. These challenges present important opportunities for the future. As we move forward as an integrated community of health care, social services and community leadership, we can leverage community assets to improve the health of residents in Floyd, Polk, Chattooga and Cherokee counties.

CHNA Implementation Plan 2019

Cherokee Medical Center conducted a CHNA and has developed an implementation plan with strategies to address identified needs. Upon completion of the CHNA, results of the assessment were shared among participants of the focus group, leaders at Cherokee Medical Center and other key contributors including Six Sigma Black Belts. The accompanying plan outlines those strategies designed to target improving the health of the communities served by Floyd by partnering with community leaders and agencies.

High Priority Community Needs and Identified Resources

Access to care, cardiovascular disease, mental health services and healthy nutrition disease were determined in the 2019 CHNA to be significant concerns that affect many residents. The distribution of behaviors and health outcomes consistently follow social and economic patterns. Furthermore, some barriers to accessing care continue to prevent current programs and initiatives from reaching the populations in need. These challenges present important opportunities for the future. As we move forward as an integrated community of health care, social service and community leadership, we can leverage community assets to improve the health of residents in Floyd, Polk, Chattooga and Cherokee counties. Following are the key community health needs identified by Floyd that will serve as the guide for this implementation plan.

Access to Care

Identified Resources:

- Together, **Floyd Medical Center**, **Polk Medical Center** and **Cherokee Medical Center** provide more than $40 million in free medical services to uninsured and underinsured patients. As the region's trauma center and neonatal intensive care provider, Floyd offers emergency care and intensive care to patients regardless of their ability to pay. In addition, Floyd offers discounted medical services including financial counseling, indigent prescriptions and operation of the Floyd County Clinic for that county's uninsured and underemployed population.
- The Floyd Family Medicine Clinic provides a county clinic available to specific low-income and uninsured populations and We Care program participations along with a large number of Medicaid/Medicare patients.
- **Mobile Mammography** – The Mobile Mammography Coach travels to businesses, industry and medical practices throughout the four-county primary service area to provide onsite screening mammography. Mammography scholarships are available to qualifying individuals through Floyd Healthcare Foundation.
- **Athletic Trainers at schools** – Floyd has athletic trainers in high schools and colleges in the four county area, providing care on the sidelines and in the schools to athletes in every competitive sport offered. In addition, the Floyd Family Medicine Residency program works with our Sports Medicine department to provide free athletic physicals for student athletes throughout the area.
- **Dental Care** – Floyd Medical Center provides surgery space for patients seen through the Floyd County Health Department's dental program, which is available to Floyd County residents in need of dental care and who do not have dental insurance.
- **School Nurses** – Floyd Corporate Health became the provider of health care to the Rome and Floyd County school systems' more than 17,000 students and 1,700 employees in August, 2016 and added the Polk County School District's 7,000 students and 700 employees in August 2017. Nurses advise, assist, and guide school-based families in the most appropriate direction for health care while providing prompt medical care when a student is sick or injured.

CHNA Implementation Plan 2019 *continued*

Cardiovascular Disease Management

Identified Resources:

- **Corporate Health** – Floyd Corporate Health works with business and industry to develop and hardwire corporate wellness programs specific to the needs of each industry. This has resulted in successful reduction of loss time and benefits cost-savings for companies in our service area.
- **Education Programs** – Floyd provides numerous education programs at every level, from pre-school through senior adulthood. The Speakers Bureau is available to provide experts to speak about health, safety and resources available to the community.
- **Patient-Centered Medical Homes** – The Floyd Primary Care network, which has physician offices in all four counties in the primary service area as well as locations in the secondary service area, follows the patient-centered medical home philosophy, providing more intensive disease management to patients.
- **Partnership with local gyms** – Floyd and the Rome-Floyd County YMCA partner to provide health education opportunities to YMCA members and residents of the service area who attend educational opportunities at the Y.
- **Health Screenings** – Floyd participates in health fairs organized by the Northwest Georgia Regional Cancer Coalition, 100 Black Men of Rome and other entities, providing diabetes, wound care, high blood pressure, cholesterol and many other screenings free of charge or at cost.
- **High Blood Pressure** – Floyd routinely offers blood pressure screenings at health fairs and to community groups upon request.
- **Diabetes** – Floyd routinely offers diabetes screenings at health fairs and to community groups upon request.

Mental Health Services

Identified Resources:

- **Willowbrooke at Floyd** provides inpatient and outpatient adult psychiatric care to patients with a range of needs from depression and substance abuse to dementia and Alzheimer's disease. Willowbrooke at Floyd also hosts depression screenings, Alcoholics Anonymous, Narcotics Anonymous, Al-Anon, support groups and individual counseling to patients and the community.

Nutrition Support

Identified Resources:

- **Rockmart Farmers' Market** – Polk Medical Center works with the Rockmart Farmers' Market, which aims to make fresh produce available to members of the community at a central location. WIC participants can take advantage of a one-for-two credit system enabling them to further their food dollars while bringing in nutritionally better options in to their kitchens.
- **Community Kitchen and Rome Action Ministries** – Floyd supports the work of the Community Kitchen in Rome through food donations and volunteer opportunities. One of the food pantries operated by Rome Action Ministries has focused its mission on working with Cancer Navigators, an affiliate of Floyd, to make quality nutrition products available to cancer patients and their families.
- **Rome and Floyd County Schools** – Both schools systems offer summer nutritional support for students, whose access to food is hampered when school is not in session. Floyd supports these efforts through donations and providing health care support at special nutrition distribution events.

CHNA Implementation Plan 2019 *continued*

Following is a matrix of identified community health needs and strategy determined to help address these concerns.

Need	Program	Strategy	Communication Plan
Access to Care	Indigent Care Budget Allowances	Floyd will continue to provide care to the uninsured, regardless of their ability to pay. Floyd provided more than $33 million in unreimbursed indigent care in FY18.	Annual Reports, Floyd Straightforward website, speaking opportunities, Floyd staff
Access to Care	Financial Assistance Policies	Floyd provides care to individuals regardless of their insurance coverage and ability to pay. Floyd provides discounts to patients on a sliding scale that is adjusted to household income.	Financial Counselors, Floyd and Polk websites, patient financial representatives, websites
Access to Care	Floyd County Clinic	Floyd Medical Center operates the clinic through the Family Medicine Residency program. The clinic records more than 1,800 outpatient visits annually. The Clinic provides assistance to financially and medically indigent patients in an effort to reduce their need for emergency and inpatient hospital care.	Annual reports, Community Benefit reports, speaking opportunities, 211 Resource Line, Floyd staff, websites
Access to Care	We Care Program	We Care, which is aimed at controlling and improving chronic conditions with preventive care, assists low-income patients without health insurance or governmental benefits.	Annual reports, Community Benefit reports, speaking opportunities, 211 Resource Line, Floyd staff, websites
Access to Care	Indigent Outpatient Pharmacy Program	Floyd provides maintenance prescription pharmaceuticals to low income uninsured outpatients at no or minimal cost to the patient through its hospital pharmacy. Any qualified, low-income patient under the care of the Family Medicine residency program may be eligible to receive the prescribed medications. Floyd's participation in a pharmaceutical replacement program provides these medicines at minimal loss to the organization.	Annual reports, Community Benefit reports, speaking opportunities, 211 Resource Line, Floyd staff, websites
Access To Care	Northwest Georgia Dental Clinic	Floyd partnered with the District Public Health office to plan and fund (in part by a Federal grant) the construction and operation of a comprehensive dental clinic for low-income residents of the region. In addition, Floyd makes its Outpatient Surgery Center facilities and staff available at no cost to dental clinic dentists to perform dental surgery.	Annual reports, Community Benefit reports, speaking opportunities, 211 Resource Line, Floyd staff
Access to Care	Mobile Mammography	Floyd's Mobile Mammography Coach provides more than 2,500 mammograms annually to women in our service area. Of those, more than 1,000 patients are typically past due for a mammogram, approximately 200 have never had a mammogram and about 250 screenings reveal an abnormality that requires further testing. Each year, approximately eight of these women are diagnosed with cancer. The goal is to reduce the breast cancer mortality rate in our region. The coach typically travels between 7,000 and 8,000 miles per year, providing early detection and education.	Annual reports, Community Benefit reports, speaking opportunities, 211 Resource Line, Corporate Health team, Breast Center awareness campaigns, Breast Center Outreach Coordinator, websites, news releases, speaking opportunities, social media, paid advertising when appropriate,
Access to Care	School-based programs	Floyd Medical Center provides athletic trainers at area high schools and colleges. Through this program, student athletes receive free physical examinations annually. In addition, Floyd has entered into an agreement with the Rome, Floyd County and Polk County school systems to provide school nurses in each of the public elementary schools.	School-based communications, annual reports, community benefit reports, speaking opportunities, websites, news releases, speaking opportunities, social media, paid advertising when appropriate,
Cardiovascular Disease Management	Floyd Primary Care Patient-Centered Medical Home	The primary care medical home is accountable for meeting the large majority of each patient's physical and mental health care needs, including prevention and wellness, acute care, and chronic care. The medical home practice actively supports patients in learning to manage and organize their own care at the level the patient chooses.	Websites, news releases, speaking opportunities, social media, paid advertising when appropriate
Cardiovascular Disease Management	Health Screenings	Floyd departments routinely participate with other health organizations in the community to provide free or at-cost screenings for common cardiovascular-related diseases or symptoms including high blood pressure, diabetes and high cholesterol.	School-based communications, annual reports, community benefit reports, speaking opportunities, websites, news releases, speaking opportunities, social media, paid advertising when appropriate,

CHNA Implementation Plan 2019 *continued*

Following is a matrix of identified community health needs and strategy determined to help address these concerns.

Need	Program	Strategy	Communication Plan
Cardiovascular Disease Management	Corporate Health programs	The Floyd Corporate Health department focuses on worksite-based programs, where nurses are placed at the worksite and programs are developed specific to the needs of the workers at the contracted business or industry. Programs target workplace safety as well as common lifestyle habits such as tobacco use, poor nutrition and lack of exercise.	Corporate Health Staff, social media, websites, worksite-based education, Floyd staff
Cardiovascular Disease Management	Rome-Floyd County YMCA partnership	Floyd is a partner with the YMCA of Rome and Floyd County to support youth and adult fitness and education programs available to both YMCA members and non-members who wish to access these programs. The partnership includes membership scholarships, youth activities opportunities and educational opportunities through the YMCA.	YMCA-based communications, school- and work-based communications, websites, social media, paid advertising when appropriate, Floyd staff
Mental Health Services	Willowbrooke at Floyd	Willowbrooke at Floyd provides inpatient and outpatient psychiatric services to adults in the service area.	School-based, worksite-based and community-based communications, annual reports, community benefit reports, websites, news releases, speaking opportunities, social media, paid advertising when appropriate, Floyd staff
Mental Health Services	Willowbrooke at Floyd	Family and group support classes also are available through Willowbrooke at Floyd.	School-based, worksite-based and community-based communications, annual reports, community benefit reports, websites, news releases, speaking opportunities, social media, paid advertising when appropriate, Floyd staff
Mental Health Services	Willowbrooke at Floyd	In 2016, Floyd announced a partnership with Willowbrooke at Tanner, which further expanded services through a management agreement that will provide greater access to clinical support for those in need of these services.	School-based, worksite-based and community-based communications, annual reports, community benefit reports, websites, news releases, speaking opportunities, social media, paid advertising when appropriate, Floyd staff
Mental Health Services	Willowbrooke at Floyd	Floyd is an emergency receiving facility with the capability of providing behavioral health services to individuals who are in distress and unable to or unwilling to voluntarily seek mental health services.	Law enforcement education, staff education, Floyd staff communications, websites
Nutrition Support	Polk Medical Center	Polk Medical Center works with the Rockmart Farmers' Market, an innovative program that makes fresh produce available in the community. The program includes a one-for-two voucher system for WIC participants that gives them additional access to nutritional support.	School-based, worksite-based and community-based communications, annual reports, community benefit reports, websites, news releases, speaking opportunities, social media, paid advertising when appropriate, Floyd staff
Nutritional Support	Floyd Medical Center	Floyd Medical Center provides nutritional counseling to patients with special dietary needs.	Patient education, Corporate Health communication, Floyd staff
Nutrition Support	Floyd Medical Center	The organization supports the efforts of the public school systems to sustain summer feeding programs for students whose access to quality nutrition is greatly diminished in the summer months when school is not in session. This is through donations and through the provision of medical support and/or screenings at food distribution events.	School-based, worksite-based and community-based communications, annual reports, community benefit reports, websites, news releases, speaking opportunities, social media, paid advertising when appropriate, Floyd staff

APPROVAL

The Board of Directors for Floyd Healthcare Management Inc. has approved the 2019 CHNA and the Implementation Plan for addressing priorities identified in the most recent CHNA at the June 2019 Board of Directors meeting.

George Bosworth, M.D.
Chairman, Floyd Healthcare Management Inc.

Kurt Stuenkel, FACHE
President and CEO

APPENDIX A

Focus Groups

Floyd conducted two focus groups to validate our data findings and to gain additional perspective about the real and perceived needs of the communities we serve. Participants were recruited from wide background of individuals active in business, education and community groups representing the diverse populations in our service area. Participants included individuals from the following organizations and communities:

Chattooga County faith community
Chattooga County retirees
Cherokee County Alabama Chamber of Commerce
Cherokee County Health Care Authority
Cherokee County Alabama Rotary Club
Cherokee County Probate Court Judge
Cherokee County Emergency Management Agency Director
Cherokee County Alabama Schools
City of Rockmart
Floyd Medical Center Patient Family Advisory Committee
Floyd Medical Center Executive Team members
Floyd County retirees
Polk County Georgia Chamber of Commerce
Polk County Georgia Schools
Polk County Georgia clergy
Polk County Georgia Small Business Owners
Polk County Georgia Rotary Club
Polk Medical Center Patient Family Advisory Committee
Rome City Schools

APPENDIX B

Following is a list of community health resources available to individuals in the four-county service area:

Organization	Phone	Website
100 Black Man of Rome – Northwest Georgia, Inc.	706.291.7059	100bmor.org
Action Ministries Rome	706.291.7731	actionministries.net
AIDS Resource Council	706.290.9098	aidsresourcecouncil.org
Alzheimer's Association	706.275.0189	alz.org/georgia
American Red Cross, North Alabama Chapter	256.536.0084	redcross.org/local/alabama/about-us/locations/north-alabama
American Red Cross, Northwest Georgia Chapter	706.291.6648	redcross.org/ga/rome
Battlefield Ministries	706.235.9350	battlefieldministries.org
Boys & Girls Club of Northwest Georgia	706.234.8591	bgcnwga.org
Cancer Navigators	706.509.5040	cancernavigatorsga.org
CASA Floyd County	706.235.2272	floydcasa.weebly.com
CASA Polk and Haralson Inc.	678.901.1021	polkharalsoncasa.org
Cedartown Housing Authority	770.748.1650	officialhousingauthority.com/georgia/cedartown-housing-authority
Cedartown Police	770.748.4123	cedartownpd.org
Cedartown Transit	770.748.4074	cedartowngeorgia.gov
Celebrate Recovery, Centre	256.393.2861	
Centre Police Department	256.927.3361	cityofcentre.com/police-dept
Chattooga County Schools	706.857.3447	chattooga.k12.ga.us
Chattooga County Sheriff's Office	706.857.3411	chattoogasheriff.com
Chattooga County Transit	706-857-0736	chattoogacounty.org/community/transit-system
Cherokee County Family Resource Center	256.927.7890	
Cherokee County Schools	256.927.3362	cherokeek12.org
Cherokee County Crisis Center	256.927.6647	
Cherokee County Sheriff's Department	256.927.3365	cherokeecountyalsheriff.com
Cherokee Medical Center	246.927.5531	floyd.org
Christian Counseling and Education Ministries	706.295.1409	cceminc.com
City of Rome Community Development Office	706.236.4477	
Community Action Agency of NE Alabama	256.927.6838	caaalbama.org
Darden Rehabilitation Foundation	256.547.5751	dardenrehab.org
Extended Family	256.927.7997	extendedfamilyhelp.org
Family Care Center	256.490.9524	familycarecenters.org
Floyd County Baptist Center	706.291.0904	floydbaptist.org/ministry-center
Floyd County Clinic	877.423.4746	
Floyd County Department of Family and Children's Services	877.423.4746	dfcs.georgia.gov/location/floyd-county

APPENDIX B *continued*

Following is a list of community health resources available to individuals in the four-county service area:

Organization	Phone	Website
Floyd County Police Department	706.235.7766	romefloyd.org
Floyd County Schools	706.234.1031	floydboe.net
Floyd County Senior Center	706.291.0760	
Floyd County Sheriff's Department	706.314.0710	floydsheriff.com
Floyd County UGA Cooperative Extension Service	706.295.6210	
Floyd Medical Center	706.509.5000	floyd.org
Free Clinic of Rome	706.234.1331	freeclinicofrome.org
Garden Lakes Baptist Church	706.234.6615	glbcrome.org
Georgia Crisis and Access Line	800.715.4225	mygcal.com
Georgia Department of Community Affairs	404.679.4840	dca.ga.gov
Georgia Department of Human Services	800.436.7442	dhs.georgia.gov
Georgia Division of Aging Services	866.552.4464	aging.georgia.gov
GeorgiaCares Program	866.552.4464	mygeorgiacares.org
Good Neighbor Ministries	706.291.0556	
Harbor House	706.235.5437	nwga-cac.org
Helping Hands Food Pantry	678.685.4464	
Highland Rivers	706.233.9023	highlandrivershealth.com
Hospitality House	706.235.4673	
Kindred Hospital of Rome	706.509.4100	kindredrome.com
Live Oak Church, Cave Spring	706.777.8566	
Lookout Mountain Community Services	800.715.4225	lmcs.org
Lovejoy Baptist Church	706.232.1917	lovejoybaptist.org
March of Dimes	888.663.4637	marchofdimes.org
Mercy Senior Care	706.291.8496	mercyatlanta.org/mercy
Metropolitan United Methodist Church	706.291.8660	
Murphy Harpst Children's Centers Inc.	706.232.5663	murphyharpst.org
National Alliance of Mental Illness, Centre	256.927.4668	
National Alliance on Mental Illness of Rome	706.506.5010	namiromega.org
Network Day Service Center	706.291.2580	
North Georgia Community Action	706.692.5623	ngcainc.com
Northwest Georgia Area Council on Aging	800.795.2963	nwgrc.org
Northwest Georgia Center for Independent Living	706.314.0008	nwgacil.org
Northwest Georgia Child Advocacy Center (Harbor House)	706.235.5431	ngcainc.com
Northwest Georgia District Public Health Department	706.295.6704	nwgapublichealth.org

APPENDIX B *continued*

Following is a list of community health resources available to individuals in the four-county service area:

Organization	Phone	Website
Northwest Georgia Housing Authority	706.291.0780	nwgha.com
Northwest Georgia Long-Term Care Ombudsman	866.552.4464	georgiaombudsman.org
Northwest Georgia Public Health Department	706.295.6123	nwgapublichealth.org
Northwest Georgia Regional Cancer Coalition	706.291.9998	nwgacancer.org
Open Door Children's Home	706.232.6662	opendoorhome.org
Polk County Schools	770.748.3821	polk.k12.ga.us
Polk County Sheriff	770.749.2900	polkgeorgia.org
Polk County Women's Shelter (Our House)	770.748.6633	
Polk Family Connection	770.748.1016	polk.gafcp.org
Polk Medical Center	770.748.2500	polkhospital.org
Redmond Regional Medical Center	706.291.0291	redmondregional.com
Rome and Floyd County Habitat for Humanity	706.378.0030	romeandfloydhabitat.org
Rome City Police Department	706.238.5111	romefloyd.com
Rome City Schools	706.236.5050	rcs.rome.ga.us
Rome Transit Department	706.236.4523	
Rome-Floyd Community Kitchen	706.346.5708	romefloydcommunitykitchen.org
Rome-Floyd County Commission on Children and Youth	706.766.8880	floyd.gafcp.org
Rome-Floyd Parks and Recreation	706.291.0766	rfpra.com
Salvation Army	706.291.4745	salvationarmygeorgia.org/rome
Sexual Assault Center of NW Ga Inc.	706.292.9024	sacnwga.org
Social Security Administration	800.772.1213 800.325.0778 866.964.1006	ssa.gov
Summit Quest Cancer Support Services	706.857.8820	mysummitquest.org
Tallatoona Community Action Partnership	678.721.9391	tallatoonacap.org
The Learning Tree	256.490.1648	
Trion City Schools	706.734.2363	trionschools.org
United Way of Rome and Floyd County	706.291.9336	uwrome.org
USDA Rural Development Office	706.290.2334	
Westside Family Worship Center	706.291.0293	
William S Davies Shelter	706.512.1152	daviesshelter.com
Willowbrooke at Floyd	706.509.3500	
Women of W.O.R.T.H Clinic	706.232.3408	womenareworthit.org
YMCA of Rome and Floyd County	706.232.2468	ymcarome.org

Notes

Notes

FLOYD
Cherokee Medical Center

www.floyd.org
706.509.5000