



# **Community Health Plan Implementation 2023**

**2026 Update**

## **INTRODUCTION:**

The Monroe County Medical Center (MCMC) Community Health Needs Assessment (CHNA) was conducted in collaboration with the Monroe County Health Department, area healthcare services, as well as several non-profits, Cooperative Extension, and Community and Economic Development Initiative OF Kentucky (CEDIK). The MCMC Board of Directors approved the CHNA on February 20, 2023. In addition to the CHNA, and in accordance with requirements of Section 501(r) of the Patient Protection and Affordable Care Act, all nonprofit hospitals must also adopt an implementation strategy which describes how the hospital plans to address the identified health need(s) contained in the CHNA. According to the final guidelines issued by the IRS, hospital facilities have an additional four and a half months to adopt the implementation strategy to meet the health needs identified through a CHNA on or before the 15<sup>th</sup> day of the fifth month after the end of the taxable year in which the hospital facility finishes conducting the CHNA.

The strategies and tactics of this Implementation Plan will provide the foundation for addressing the community's significant needs between 2023 and 2025. However, MCMC anticipates that some of the strategies, tactics, and even the needs identified will evolve over that period. MCMC plans a flexible approach to addressing significant community needs that will allow for adaptation to changes and collaboration with other community agencies.

## **BACKGROUND:**

MCMC conducted its CHNA in conjunction with multiple community partners and CEDIK for tax year 2023. For purposes of the CHNA and this document, the defined community is Monroe County, Kentucky. The process by which the CHNA was conducted is thoroughly described in the CHNA and the Executive Summary posted on the MCMC website at: <https://www.mcmccares.com>. Utilizing the findings of the CHNA, the hospital's current strategic priorities and efforts and activities in progress, we offer the implementation strategy as a component of MCMC's efforts to address priority community health needs.

## **PRIORITIZED AREAS OF NEED IDENTIFIED BY COMMUNITY:**

The Monroe County CHNA Steering Committee reviewed survey, focus group and key information interview results as well as significant secondary health data. The committee considered existing local, state, and national priorities, conducted an open discussion, and voted on specific initiatives for the county. The committee selected the following priority areas for action:

<b>Prioritized significant community health need</b>	<b>Addressed by hospital</b>
Mental Health (including Suicide)	Yes
Substance Use/Addiction	Yes
Nutrition Education/Food Access	Yes
Increased Health Access	Yes
Diabetes (Obesity/Physical Inactivity)	Yes

## **MCMC STRATEGIES TO IMPACT PRIORITY HEALTH NEEDS AS IDENTIFIED IN THE CHNA:**

- Provide in-kind staff to lead and serve on the Monroe County Cares Committee and *Monroe County Health Coalition*.
- Provide financial support through sponsorships to organizations who seek to impact health areas through their projects and programming.

### **PRIORITIZED HEALTH NEED 1: MENTAL HEALTH (INCLUDING SUICIDE)**

#### **Goal**

Increase awareness and improve access to mental and behavioral health services within the service area

#### **Strategies**

- ✓ Evaluate expansion of services at the two hospital -owned Rural Health Clinics to include mental health services
  - Update – The physical space is inadequate to add mental health counselors to the service line at the RHCs
- ✓ Evaluate feasibility and options for potential geriatric psychiatric inpatient via grant opportunity with Community Ventures
  - Update – Service Line Expansion Project was completed, and it was determined that at the present time these services are adequately available in surrounding areas.
- Explore potential opportunities to increase awareness of behavioral health services in Monroe County
  - Ongoing – MCMC will be coordinating with local behavioral health resources as health fairs and other community events are planned.
- Evaluate telehealth options for behavioral health services
  - Ongoing - Facility has had preliminary discussions with tertiary providers who offer inpatient services, but no bandwidth to add MCMC at the present time. Staff will continue to assess this offering.
- ✓ Evaluate each patient presenting to the facility for risk of suicide and modifying care as needed based on that assessment
  - Completed – Screening tool has been implemented in the Emergency Department for patients 12 years and older
- Educate community employers about the importance of encouraging employee engagement with sponsored Employee Assistance Programs (EAP)
  - Update - will be coordinating with local behavioral health resources as health fairs and other community events are planned.
- Facilitate community events to promote behavioral health awareness
  - Update – Facility in coordination with community partners will bring awareness to these issues at health fairs and other community events.
- Engagement of community resources with Monroe County School District to promote behavioral health education
  - Update – Still need to address this strategy.

## Measures

- Percentage of patients screened at MCMC for risk of suicide
  - 2024 – 99.8%
  - 2025 – 100%
- Number of community events at which behavioral resources and education are held
- For MCMC employees, number of employees accessing EAP services
  - 2023 – less than 25 per report from carrier
  - 2024 – less than 25 per report from carrier
  - 2025 – less than 25 per report from carrier

## Community collaborations and available resources

- Monroe County School District
- LifeSkills
- Mind Over Matter Therapeutic Services
- Local Employers

## PRIORITIZED HEALTH NEED 2: SUBSTANCE USE/ADDICTION

### Goal

Increase substance abuse education and awareness of treatment resources within the community ensuring prevention and recognition of substance use disorders and reduction in associated harms

### Strategies

- ✓ Medical staff at MCMC have an opioid stewardship committee whose charge is to ensure safe opioid prescribing and assist in the decrease of opioid abuse and misuse by patients in our care.
  - I. Criteria for screening and assessing/reassessing pain
  - II. Algorithms for the appropriate prescribing
  - III. Pharmacological therapies and alternative therapies
  - IV. Patient education provided to reduce the risks of opioid use
- ✓ Ongoing – Committee meets quarterly to review utilization of opioids and to evaluate alternate therapies. EMS coordinates use of Narcan with local Fire and Police Departments
  - Ongoing – Ongoing coordination with these departments.
- Assist in marketing National Drug Takeback Days
  - Update – MCMC will work with local agencies to promote these events on the hospital's website.
- ✓ Continue to assist and refer patients to appropriate Mental Health and Substance Use services
  - Ongoing process
  - Ongoing – MCMC received a grant in 2024 from the Kentucky Statewide Opioid Stewardship program to place a peer support specialist in the emergency department to assist individuals with substance use disorder to find treatment options.
- Coordinate Smoking Cessation classes with Monroe County Health Department
  - Update – MCMC will work with the Health Department to coordinate the offering of these classes.
- ✓ Continue to offer meeting space for Narcotics Anonymous, Al-Anon, and Life Recovery at the hospital
  - Completed - Meetings occur weekly at the MCMC campus.

- Engagement of community resources with Monroe County School District to promote substance abuse prevention education
  - Update – As a support to the community resources, MCMC will assist in coordinating these educational opportunities.
- Education and training for teachers and healthcare staff from community resources about substance use disorders
  - Update - As a support to the community resources, MCMC will assist in coordinating these educational opportunities.
- Guest speakers in the schools, health care settings, and other community events to bring awareness to substance use disorders – signs, treatment options, etc.
  - Update - As a support to the community resources, MCMC will assist in coordinating these educational opportunities.
- Resource awareness via social media platform
  - Update – MCMC lists the behavioral health resources available in the community on its website. As other social media platforms become available, MCMC will continue to list these resources.

#### **Measures**

- Monitor ePrescribing of multiple Schedule II prescriptions by MCMC providers
  - 2023 – 1 of 124 patients
  - 2024 – 4 of 90 patients
  - 2025 – 15 of 163 patients
- Number of attendees at Smoking Cessation classes
  - 2024 – 4
  - 2025 – 10
- Number of NA and Al-Anon meetings held annually
  - 2023 – 205
  - 2024 – 207
  - 2025 - 206
- Number of education opportunities provided in the school district and healthcare providers, along with number of attendees
- Number of patient contacts and referrals from the Peer Support Specialist
  - 2024 – 7 referrals/contacts
  - 2025 – 38 referrals/contacts

#### **Community collaborations and available resources**

- Monroe County School District
- Local law enforcement
- LifeSkills
- Mind Over Matter Therapeutic Services
- Civic Organizations such as Monroe County C.A.R.E.S.
- Faith-Based Organizations
- Local Employers

### **PRIORITIZED HEALTH NEED 3: NUTRITION EDUCATION/FOOD ACCESS**

## Goal

Increase awareness of nutrition education programs and improve access to food resources

## Strategies

- ✓ Resume hospital-sponsored diabetes education classes with the ending of the Public Health Emergency
  - Ongoing - Classes resumed in July 2023 and are ongoing.
- ✓ Continue offering free one-on-one nutrition consults at MCMC
  - Ongoing – These one-on-one consultations are offered free of charge to patients.
  - Ongoing – In conjunction with the local primary care providers, offering nutritional supplements to those in need
- Begin offering community health fairs in conjunction with area healthcare services providers
  - Update – MCMC will coordinate a full community health fair in conjunction with community partners in 2026.
- Participate in various community events to offer nutrition education
  - Ongoing – MCMC participated with Monroe County Health Department in a diabetes-focused fair in 2023, 2024, and 2025. MCMC also participated in the Senior Days at the Clay County Fair in 2023, 2024, and 2025. MCMC also participated in the Tompkinsville Drug Wellness Expo in 2023 and 2024.
  - Completed - MCMC staff shared nutrition information about menu substitutions and smoothie options to the Monroe County Extension Homemakers and general public
  - Ongoing - In 2024, MCMC began participating with the Agriculture Commissioner and the Kentucky Hospital Association in the Food is Medicine work group to bring farmers and healthcare facilities together to offer locally sourced fruits and vegetables to patients while being treated and once discharged and to visitors.
- Coordinate with the Monroe County School District to begin offering nutrition education and food preparation education to students
  - Update – This strategy still needs to be addressed.
- ✓ Monroe County School District offers school nurses at each school
  - Ongoing – School District continues to offer school nurse resources.
- Making the MCMC website Resource List more widely available to the community
  - Ongoing – This list has been shared with various community partners and updated based upon their input and as services change.
- Evaluate opportunity to create a community garden
  - Update – This strategy is still under consideration by community partners.
- Use of social media to promote food resources in the community
  - Ongoing – Public notices will be shared when new food source opportunities are identified.
- Collaborate with Monroe County Extension Services to offer nutrition education
  - Update – This strategy still needs to be addressed.

## Measures

- Number of diabetes support group classes and number of attendees
  - 2023 – 7 classes, 39 participants
  - 2024 – 8 classes, 41 participants
  - 2025 – 7 classes, 24 participants
- Percentage of nutrition consult opportunities completed

- 2023 – 236 nutrition consults
- 2024 – 192 nutrition consults
- 2025 – 260 nutrition consults
- Number of education offerings to the School District

#### **Community collaborations and available resources**

- Monroe County School District
- Civic Organizations such as Helping Monroe and Community Outreach
- Monroe County Cooperative Extension
- Monroe County Health Department
- Faith-Based Organizations
- Local city and county government

### **PRIORITIZED HEALTH NEED 4: INCREASED HEALTH ACCESS**

#### **Goal**

Increase access to healthcare in the community

#### **Strategies**

- ✓ Finalize the addition of new primary care provider in the Monroe County Family Practice RHC beginning in September 2023
  - Completed – Dr. Caylan McPherson joined MCFP in September 2023.
- ✓ MCMC has two cardiologists, one affiliated with Ascension St. Thomas Hospital West and another independent provider in the Bowling Green area who offer outreach clinic services in our community
  - Ongoing – Providers continue to have a clinic at the hospital.
- ✓ Collaborate with area tertiary medical centers to increase specialty physician services offered in Monroe County.
  - Ongoing – Orthopedist began outreach services in 2023 but ceased to offer services in 2025 due to demand at his primary practice location.
  - Ongoing – Vascular Surgeon began outreach services in December 2023
  - Ongoing – A General Surgeon began offering an outreach clinic starting in 2025.
  - Ongoing – A pulmonology outreach clinic began in the Fall of 2025.
- ✓ Continue offering teleneurology services via agreement with TriStar Health
  - Ongoing – Since the program inception in February 2023, 13 patients have received teleneurology services.
- Evaluate social media options to market the services that are currently available and any future new services
  - Update – Ongoing evaluation of new social media platforms
- ✓ MCMC ambulance services provided at many school/community events when there is a large number in attendance or the risk is high for injury or illness (football games, recreational vehicle races, etc.)

- Ongoing – MCMC EMS continues to attend these events in our community.
- Begin offering community health fairs in conjunction with area healthcare services providers
  - Update - MCMC will coordinate a full community health fair in conjunction with community partners in 2026.

### Measures

- Successful recruitment of new primary care provider
  - Dr. Caylan McPherson began practicing in 2023
- Successful recruitment of new specialists
  - Dr. Chad Willis, orthopedist, began an outreach clinic in 2023 but closed the clinic due to low patient referrals.
  - Dr. Ian Stines, vascular surgeon, began an outreach clinic in 2023.
  - Dr. Rachel Bryant, general surgery, began an outreach clinic in 2025.
  - Dr. Brandon Nance, pulmonologist, began an outreach clinic in 2025.
- Number of telehealth consults at MCMC
  - 2023 – 18
  - 2024 – 11
  - 2025 - 5
- Number of participants at area health fairs
  - Diabetes Health Fair
    - 2023 – 75 participants
    - 2024 – 59 participants
    - 2025 – 62 participants

### Community collaborations and available resources

- Ascension St. Thomas
- The Medical Center of Bowling Green
- TriStar Health

## PRIORITIZED HEALTH NEED 5: DIABETES (OBESITY/PHYSICAL INACTIVITY)

### Goal

Increase access to diabetes education and access to physical fitness events

### Strategies

- ✓ Resume hospital-sponsored diabetes education since the Public Health Emergency has ended.
  - Completed – Classes resumed in July 2023.
- ✓ Resume annual diabetes-focused health fairs in conjunction with Monroe County Health Department
  - Ongoing – MCMC participated with Monroe County Health Department in a diabetes-focused fair in 2023, 2024, and 2025.
- ✓ Continue offering free one-on-one nutrition consults at MCMC
  - Ongoing - These one-on-one consults are offered free of charge to patients
- Begin offering community health fairs in conjunction with area healthcare services providers

- Update - MCMC will coordinate a full community health fair in conjunction with community partners in 2026.
- ✓ Participate in various community events to offer nutrition education
  - Ongoing – MCMC Nutrition Services Director participated in the Clay County Senior Days and the Monroe County Health Department diabetes-focused health fair in 2023, 2024, and 2025.
- Collaborate with community partners to offer educational community-based events
  - Update – MCMC will continue to participate in community events and will coordinate educational opportunities at these events with community partners.
- Promote increased physical activity and proper nutrition to fight obesity, with an emphasis on childhood obesity
  - Completed – MCMC employee wellness committee initiated a hydration challenge in 2023 for its employees.
  - Ongoing- MCMC employee wellness committee will continue to offer fitness and wellness challenges to its employees.
- ✓ As one of the largest employers in the community, wellness initiatives of MCMC team members end up influencing the broader community. Our organization began an Employee Wellness program at MCMC in 2023 and will be offering incentives to our employees to participate in health-focused events and to achieve goals for improving their health and level of activity.
  - Completed – A hydration challenge was completed in 2023 for MCMC employees.
  - Ongoing – MCMC will evaluate future employee initiatives in 2026.
- ✓ Continue offering 2 free laboratory tests to employees of MCMC annually
  - Ongoing – Free laboratory tests are offered to MCMC employees at the annual anniversary date.
- Promote Monroe County Family Wellness Center services
  - Ongoing – The community partners including MCMC will promote fitness activities at the Wellness Center as they are notified of activities.
- Collaborate with Monroe County Extension Services to offer nutrition education
  - Ongoing – This strategy still needs to be addressed.
- Research grant opportunities to increase levels of physical activity
  - Ongoing - This strategy still needs to be addressed.
- Evaluate options for community podcasts
  - Ongoing - This strategy still needs to be addressed.
- Increase collaboration among community resources
  - Ongoing – MCMC will participate with community partners to share information about community resources and will plan to meet on a frequent cadence to increase collaboration.

## Measures

- Number of diabetes support group classes and number of attendees
  - 2023 – 7 classes, 39 participants
  - 2024 – 8 classes, 41 participants
  - 2025 – 7 classes, 24 participants
- Number of participants at area health fairs
  - Diabetes Health Fair
    - 2023 – 75 participants

- 2024 – 59 participants
  - 2025 – 62 participants
- Percentage of nutrition consult opportunities completed
  - 2023 – 236 nutrition consults
  - 2024 – 192 nutrition consults
  - 2025 – 260 nutrition consults
- Number of MCMC employees participating in Employee Wellness Initiatives
  - 2023 – less than 25
  - 2024 – less than 25
  - 2025 – less than 25

**Community collaborations and available resources**

- Monroe County School District
- Civic Organizations such as Helping Monroe
- Monroe County Cooperative Extension
- Monroe County Family Wellness Center
- Faith-Based Organizations
- Monroe County Health Department

While there is some overlap in many of the identified health issues, MCMC recognizes its leadership role in being a catalyst for innovative thinking in addressing these community priority areas. We will continue to partner with other individuals and organizations in the community on their efforts to address each of the named community priority areas. As we continue to refine the health system's strategic initiatives, we will remain focused and determined in addressing the health needs of our population.

*Reviewed and approved by the Monroe County Medical Center Board of Directors on June 19, 2023.*