



COMMUNITY BENEFIT IMPLEMENTATION PLAN

2014-2016

CARLE FOUNDATION HOSPITAL COMMUNITY BENEFIT IMPLEMENTATION PLAN

Based upon the Community Health Needs Assessment using both quantitative and qualitative research, Carle Foundation Hospital has prioritized the significant community health needs of Champaign County considering several criteria including: alignment with the hospital's mission, existing programs, the ability to make an impact within a reasonable time frame, the financial and human resources required, and whether there would be a measurable outcome to gauge improvement. The following four health areas were selected as the top priorities:

1. **Access to Care**
2. **Behavioral Health**
3. **Obesity**
4. **Violence**

While there were a number of additional needs identified by the data and input from community leaders, Carle does not have the resources to address all of them. The issues that will not be addressed in this implementation plan are lower priority because the need was not as significant; they are not central to the hospital's mission; and Carle has determined it does not have the ability to make a measurable impact in those areas. Carle will not focus this Community Benefit Implementation Plan on addressing community health challenges related to economic issues, poverty, transportation infrastructure, law enforcement issue, and legal/political issues. Carle will have limited focus on Violence and Behavioral Health due to misalignment with its core mission and/or limited ability to make a measurable impact.

Carle Foundation Hospital will continue its work to improve the overall health of the community through service to its patients and that will include emphasis on Access to Health Services, Behavioral Health support, and Obesity/Nutrition support, child hood safety education, rural and farm safety education, and other specialties and services the hospital or Carle health system provides. The Carle Foundation is diligently working to improve access and services throughout the east central Illinois region, not just for this local geographic area. Many of the other concerns are also addressed through services provided for Carle patients, but these areas are not the primary emphasis of the Community Benefit Implementation Plan which targets more specific low income populations in Champaign County.

This plan includes Carle Foundation Hospital's intent to address and measure outcomes from 2014-2016.

1. ACCESS TO CARE

As a tax-exempt organization, Carle Foundation Hospital provides care to patients regardless of their ability to pay for that care or source of payment. We also recognize that some patients need help paying their bills. Carle's Community Care Discount Program provides discounts or free care to those who need it. This generous charity care program, consistently and diligently applied, has resulted in our ability to reach many people over the years and is our primary way of ensuring access to healthcare for those who need it most. ***During 2013, charity care for Hospital patients alone totaled \$25,808,605 at cost, serving 8,678 unique individuals.*** Once again, Carle significantly increased the number of patients reached through the Community Care Discount Program in 2013. In addition to charity care, Carle supports a wide range of programs and services to increase community



capacity, health care work force expansion, and social services that provide complementary healthcare-related services.

Carle Foundation Hospital will pursue these initiatives to improve access to care:

1. Continue to offer a charity care program
2. Communicate the availability of the charity care program
3. Recruit more providers into the Carle system, thereby expanding access/capacity
4. Support local free clinics and Frances Nelson to ensure added local capacity for health care
5. Support Promise Health care to ensure capacity for dental care
6. Support United Way and other area agencies to improve availability of health services
7. Donate to existing community health and dental programs
8. Participate in population health initiatives that actively manage the health of members
9. Support of ECHO/CAOS hearing programs to expand access to these services
10. Support Parkland students in health care fields; GME programs to grow number of future physicians
11. Enhance access-related initiatives that will improve patient access and ability to interface more efficiently for needed services – Patient Contact Center, Scheduling Center, Prescription Refill request process

Measures of success:

Measurement	2013	Target 2014	Target 2015	Target 2016
Number of patients served by charity care program	CFH: 17,035 CPG: 10,347	CFH: CPG:	CFH: CPG:	CFH: CPG:
Total value, at cost, of charity care provided	CFH: \$25,808,605 CPG: \$17,666,973	CFH: CPG:	CFH: CPG:	CFH: CPG:
Recruitment of physicians	30 total net new 6 PCP	21 total net new 10 PCP	20 total net new 8 PCP	TBD
Donation to free clinics	CCHCC: \$44,538 Avicenna: \$1,000	\$40K \$1K	\$40K \$10K	TBD
Donation to FNHC	\$529,404	\$233,900	\$419,000	TBD
Donation to Smile Healthy	\$10K	\$10K	\$10K	
Maintain support of existing programs and services that improve access to care: Parish Nurse Carle Breastfeeding Clinic Language Assistance	\$219,753 \$329,515 \$167,855	TBD at year end	TBD at year end	TBD at year end
Number of Carle patients	n/a	TBD	TBD	

enrolled in Medicaid Managed Care programs				
Number of Carle Medicaid and Dual Eligible patients with Carle-based medical home	n/a	TBD	TBD	TBD
Donations to United Way	\$123,750	\$127,600	\$140,000	TBD
Workforce Development	\$11 million for GME/UI MD/PhD \$260K Parkland Scholars	TBD at year end \$260K	TBD at year end \$260K	
Appointment Access – add capacity through appointment scheduling process improvement; reduce unnecessary appts for Rx refills	n/a	TBD	TBD	TBD

2. BEHAVIORAL HEALTH

Carle will address behavioral health issues by continuing to expand its capacity and supporting community programs and services that support increased access to behavioral health services.

Carle Foundation Hospital will pursue these initiatives to improve behavioral health outcomes:

1. Recruit behavioral health providers to add capacity within the community
2. Support community behavioral/mental health services through donations
3. Support educational and training programs of local providers

Measures of success:

Measurement	2013	Target 2014	Target 2015	Target 2016
Increase number of Carle behavioral health providers	3 net new	1 net new	TBD	TBD
Donation support to Community Elements	n/a	\$1,000 + Use of space	\$1,000 + Use of space	TBD
Donation to CC Mental Health Board	\$500	\$500	\$500	TBD
Community Training Program support	n/a	TBD	TBD	TBD
TBD				

3. OBESITY

Carle supports initiatives aimed at efforts to reduce childhood obesity by joining with schools which have shown an interest in helping their students and families to live a healthier lifestyle through better nutrition and physical activity.

We continue to support activities aimed at improving the health of children and addressing childhood obesity throughout the community by funding Mahomet Area Youth Club’s half marathon, the Danville YMCA Strong Kids campaign, Vermilion County Fun Run, and various walks and races.

In Coles County, Girls on the Run was implemented to help young women become physically stronger and build their self-esteem. Enrollment for the program has grown from 15 to 321 young women from five counties, and the bi-annual 5K has grown to more than 800 runners.

Carle Foundation Hospital will pursue these initiatives to reduce obesity levels:

1. Donations to support school-based programs
2. Donations to regional programs
3. Donations to community programs that encourage physical activity and nutritional education (eg, Prosperity Gardens)

Measures of success:

Measurement	2013	Target 2014	Target 2015	Target 2016
Funding of school programs	\$1,000	TBD	TBD	TBD
Funding of activities/lifestyle	n/a	\$9,950	TBD	TBD
Funding of nutrition education	n/a	\$2,000	\$2,000	TBD

4. VIOLENCE

The majority of the goals in the community needs assessment involve law enforcement and correctional system entities. Therefore, Carle will not provide active interventions in these areas. However, there are a number of projects and initiatives Carle participates in to support efforts from other sectors of the community.

Carle Foundation Hospital will pursue these initiatives to reduce the levels of violence:

1. Playing it Safe safety fair for kids and families
2. Risk Watch Support
3. SANE program in Carle E.D.
4. Child Abuse Safety Team (inpatient service at Carle)
5. Donation support to: Courage Connection (formerly Center for Women in Transition), Children’s Advocacy Centers in Champaign and Coles counties, Court Appointed Special Advocates (CASA), and Vermilion County Rape Crisis Center

6. Assist with community training for Rape Crisis Center
7. Grants to Urbana Police/Fire departments

Measures of success:

- # Attendees at Playing it Safe
- # of SANE program interventions

Measurement	2013	Target 2014	Target 2015	Target 2016
Playing it Safe participants	1,200	1,800	1,800	TBD
# SANE encounters	125	TBD	TBD	TBD
Grants to Urbana Police/Fire	n/a	\$67,200	TBD	TBD
Funding of Risk Watch	\$2,600	\$2,600	\$4,000	TBD
CASA funding	\$5,000	\$5,000	\$5,000	TBD

OTHER PROGRAMS AND SERVICES THAT ADDRESS COMMUNITY NEEDS

In addition to addressing community-defined priorities, Carle supports numerous other mission-aligned community benefit activities designed to improve community health and safety.

Center for Rural Health and Farm Safety

Carle formed the Center in 1991 after recognizing the need to provide education on agricultural safety and health to the farming community. Of more than 3,100 people trained so far in 2014, more than 1,800 were children. All programs remain free to those in Carle’s service area.

- Reached 994 students through rural school programs. Topics included tractor rollovers, grain entrapments, Farm Family Emergency Response, ATV, bike, animal, chemical and food safety and more.
- Coordinated Progressive Ag Safety Days® in Champaign, Vermilion, Piatt and Ford Counties, reaching 807 children and 58 adults
- Certified 439 people in CPR and first aid
- Provided Agricultural Emergency Response training to 306 first responders
- Placed Emergency Action Tubes on an additional 19 farms in 2014, bringing the number of protected farmsteads to 89 since the program started at Carle in 2012. These sealed cylinders contain a detailed map of the farm, helping protect farmsteads and aid emergency responders.
- Reached 498 people through five presentations on assorted health and safety topics

Carle/Salvation Army Toy Drive

For the 30th year, Carle was a primary sponsor of this annual event, in partnership with WHMS/WDWS/WKIO radio. In 2013 we gathered 2,260 toys, and cash and gift cards totaling \$1,980 that were distributed by Salvation Army.

Carle Community Benefit Programs Maintained

There are a host of other programs identified in earlier years that have been clearly answering the needs of our community which Carle continues to stand behind, support and monitor. Besides maintaining the Carle Community Care Discount Program and serving Medicaid and Medicare patients despite government reimbursement being typically below cost to provide service, we continue to focus on the additional major categories of existing, identified health needs that Carle has consistently addressed over the years:

Subsidized health services initiated and maintained to improve the health of the community:

- AirLife
- Carle Auditory Oral School
- ECHO (Expanding Children's Hearing Opportunities; Pediatric Hearing Services)
- Home Health services
- Neonatal Intensive Care Unit
- Patient Advisory Nurse
- Pulmonary Rehabilitation

Funding community programs:

This represents a significant portion of financial, in-kind and leadership support to health and human service organizations with similar and compatible missions. More than 100 community organizations received financial support in 2014, including:

- Alzheimer's Association
- Champaign County Christian Health Center
- Champaign County Health Care Consumers
- Champaign County Mental Health Board
- Champaign-Urbana Public Health District
- Children's Advocacy Center
- Coles County Council on Aging
- Crisis Nursery
- Cunningham Children's Home
- Danville Family YMCA
- Developmental Services Center
- Eastern Illinois Food Bank
- Family Service of Champaign County
- Mahomet Area Youth Club
- Parkland College Foundation

- United Way

Research

Carle Foundation Hospital is actively involved in research and education initiatives in order to discover new diagnostic and treatment modalities that will improve delivery and quality of care. The research program is predominantly in conjunction with Carle physicians, University of Illinois scientists and entrepreneurial companies. As of December 2014, there are 164 active and pending research studies coordinated through the Research Institute. Emphasis has been on continuing to create an infrastructure for a robust research program. Program successes in 2014 included:

- Carle Ophthalmology hired 2 new physicians (Leanne Labriola and Michael Tsipursky) who have started a research program in 2014. Currently we have 8 active and 3 pending studies in this area including collaborative studies with professor Dipanjan Pan, University of Illinois.
- Dr. Glenn Gordon, Digestive Health, joined Carle and is starting up a research program in Digestive Health Center. Two research coordinators are now embedded and we are hiring a third research coordinator and manager to support the expected 25-35 industry-sponsored clinical trials.
- Neuroscience has a contracted Director for Research to plan expansions and embedding of research coordinators in that area during the upcoming year.

Community Safety Activities

Disaster Preparedness continued to be a strategic priority of Carle Foundation Hospital, and our initiatives in this area include disaster training for our facility and our community, leadership in planning community-wide responses to various disaster scenarios, and state-level leadership for the 21-county Regional Hospital Coordinating Center region—all covered in part by an ASPR Grant awarded to Carle each year. Our focus is to prepare our hospital and regional hospitals to be ready to respond to any natural disaster, pandemic or act of terrorism. We continued to work in concert with the local public health department assuring our community's readiness to handle all aspects of any disaster related to health, public safety and communications.

Public Relations staff continued to participate in regular discussions with other Champaign County public information officers, learning to work together in a joint information center (JIC) and being ready to assist public safety agencies and each other in managing crisis communications in routine incidents, such as fires or multiple casualty shootings, and vice versa.

In 2014, we allocated nearly \$25,000 of grant funds to community benefit programming, including:

- \$20,000 funding to the University of Illinois National Center for Supercomputing (NCSA) for the "Surveillance Indicator Project," a tool used to identify trends among patient calls and visits for pandemic preparedness and response
- \$3,300 Regional Decontamination First Receive Course for hospitals in our region. This was a course held at Dr. John Warner Hospital, and hospitals regionally were able to send their staff to attend.
- \$2,300 for the renewal of Starcom radio licensing fees for regional hospitals, allowing Carle the ability to stay in contact with each of our regional hospital, other hospitals throughout the state, regional partners, and state partners during disasters.

Also in 2014, Carle began preparations to address Ebola Virus needs and will continue this work in collaboration with local, county, state and federal agencies.

APPENDIX

Populations and Communities Served

Carle's service area is generally defined as east central Illinois, including all or parts of more than 25 counties in east central Illinois and western Indiana.

For the Community Benefit Implementation plan, research and remedies are directed towards community health issues identified in Champaign, Coles and Vermilion counties, with the primary focus on Champaign County. These areas represent our headquarters and two other counties where Carle has a thriving presence. Our reach extends from these three counties – identified in this report as Champaign-Urbana, Mattoon-Charleston (Coles County) and Danville (Vermilion County) – into 14 adjoining, rural Illinois counties. These areas comprise nearly 50% of the Carle service area's population of about 1.2 million residents, and the three core counties represent about 25% of the population.

Pockets of extreme poverty exist throughout this region. The programs within our community benefit plan generally have impact upon all the targeted communities, with certain programs directed at specific populations. A greater proportion of resources will be allocated in Champaign County, where our community benefit program has long been established.

Carle Foundation Hospital serves as the region's only Level I Trauma Center and maintains a 42-bed Level III Neonatal Intensive Care Unit. As provider of the region's perinatal services, Carle provides care to patients who live throughout the geographic area extending from Kankakee in the north to the southern-most tip of Illinois, and spanning from as far west as Decatur and east into western Indiana. For the purposes of our Community Care Discount Program, coverage encompasses this entire region – 40 counties in Illinois and Indiana.

Dates Adopted/Approved

Carle's Community Benefit Plan is driven by a three-year corporate strategic plan, 2014-16, which was fully approved by The Carle Foundation Board of Trustees on December 12, 2014. The underlying long-term goals of the strategic plan include quality improvement, customer service improvement, enhanced physician relationships, expanding research, and financial/mission stewardship.

Acknowledging the need for local and regional research and prompted by the mandate of the Patient Protection and Affordable Care Act, Carle conducted a community health needs assessments in 2014 in collaboration with Presence Covenant Medical Center, Champaign County Public Health, Champaign County Regional Planning Commission, and United Way. Fresh research was conducted by the public health departments of Champaign County.

We use community data, informal discussions and community health needs assessments to determine if existing programs are on track: what needs to be added, deleted or enhanced; and where our focus needs to be placed as we planned our community benefit programming.

Data and information were also drawn from the following sources:

- The Robert Wood Johnson County Health Rankings, February 2010
- County QuickFacts from the U.S. Census Bureau for Champaign, Coles, and Vermilion counties
- Champaign Urbana Public Health District IPLAN, 2010, Key Findings
- United Way of Champaign County 2011 Report to the Community
- Coles County Health Department IPLAN 2010-2015
- Poverty Trends in Vermilion County, Illinois, August 2008
- Hunger in America study with participation by the Eastern Illinois FoodBank, February 2010
- Health Alliance Medical Plans research summaries: Diabetes Knowledge Survey Results 2010 and Adult and Pediatric Asthma Survey Results 2009
- Payer Mix and Uninsured Patients at Carle, reported by Al Mytty, Director of Payer Contracting at Carle, 2011
- On-going informal discussions with government and community agencies and local news coverage Homeland Security initiatives
- CDC and Illinois Department of Public Health communications
- Oral Health in Champaign-Urbana, IL, prepared by the Champaign-Urbana Public Health Department, Executive Summary, 2007
- Mobile Adult Dental, update reported by Nancy Greenwalt, SmileHealthy, June 16, 2010
- Current and future workforce shortage statistics
 - Finding a Cure for the Healthcare Workforce, Huffington Post, March 2010
- Senior health needs assessment conducted by Carle in 2007
- The Affordable Care Act: Opportunities for the Aging Network. Presentation by East Central Illinois Area Agency on Aging, 2010
- Literature review regarding childhood obesity

In late 2012 and into 2013, we implemented the Healthy Communities Institute web application that shares health indicators for Champaign, Coles and Vermilion counties. Available to the public on carle.org, we use this information to inform our community benefit planning.