



Community Health Implementation Plan

Bryan Medical Center
Bryan West Campus
May, 2022

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Introduction

Community Health Implementation Plan

Bryan Medical Center, Bryan West Campus has prepared the following implementation plan to address its 2021 Community Health Needs Assessment (CHNA), fulfilling the requirements established by the Patient Protection and Affordable Care Act requiring that non-profit hospitals develop implementation plans to address the significant health needs identified in their community health needs assessments.

In this implementation plan, Bryan will share its strategies to address each of the four significant health needs identified in its community health needs assessment. These strategies will describe the actions Bryan intends to take to address each need and the anticipated impact of these actions, identify the resources Bryan plans to commit to address each health need, and describe any planned collaboration between Bryan and other facilities or organizations addressing one of the identified health needs.

Bryan Medical Center is an acute care hospital on two campuses and is part of Bryan Health, a non-profit, Nebraska owned health system. For the purposes of this report, the community served includes the city of Lincoln and Lancaster County, Nebraska.



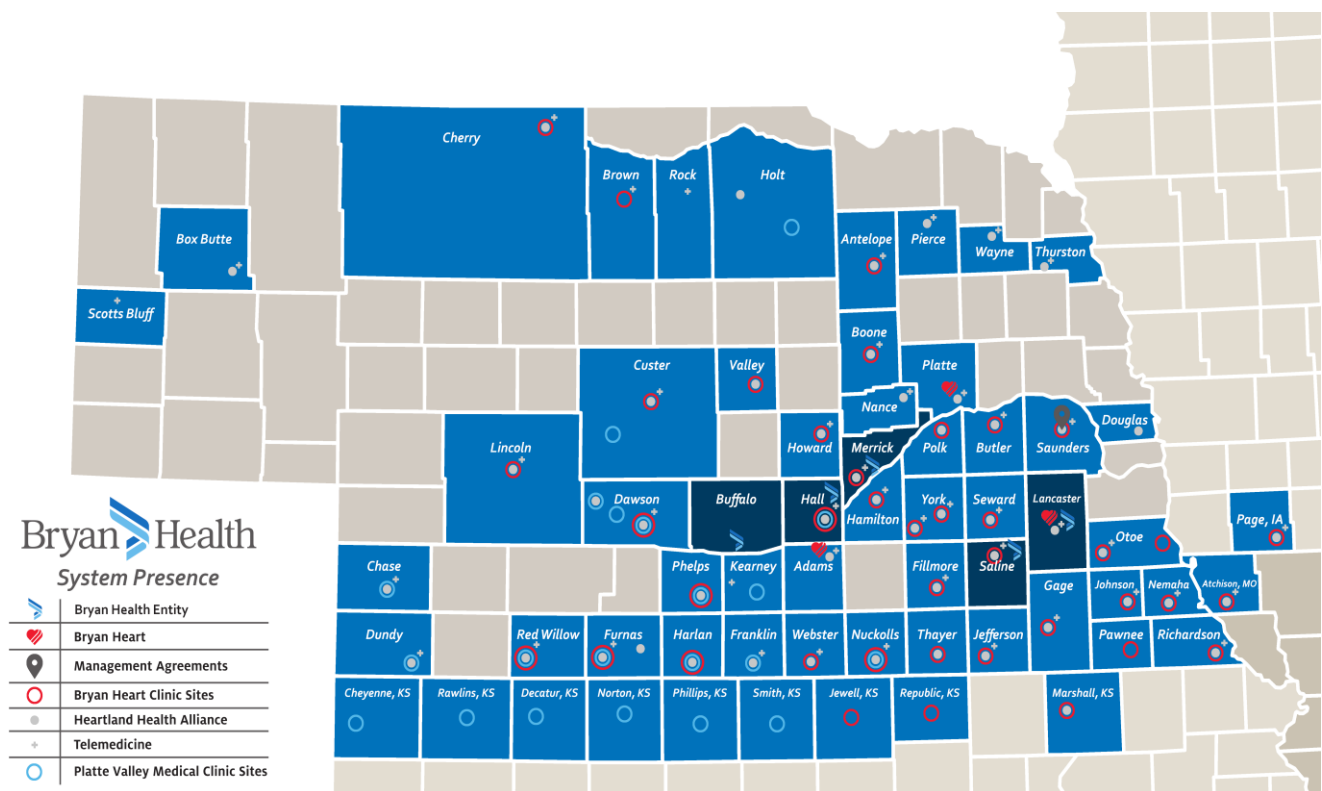
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Medical Center & Health System Overview

Who We Are

Bryan Medical Center contains two campuses, East and West, as part of Bryan Health, a non-profit Nebraska-owned health care organization that works to provide care throughout Nebraska. Bryan Health provides a comprehensive range of health care services with more than 6,000 staff members and outreach sites that span the state of Nebraska and into Iowa, Kansas and Missouri.



Community Benefit

In 2020, Bryan Health provided **\$114.6 million** in community benefits.

\$18 million of this was given as free and discounted health services provided to patients who could not afford to pay and who met all the criteria for financial assistance.

\$85.7 million represents the unreimbursed cost of Medicaid, Medicare, and other public programs.

Aligned Strategy

Bryan's focus is closely aligned with the results of its CHNA. Bryan currently has a task force dedicated to identifying and addressing the effects of the COVID-19 pandemic. Bryan has long held behavioral health as one of its core strengths, and is a leader in behavioral health care among the entire region. Cardiovascular disease and cancer care each have dedicated strategic tactic teams and goals within Bryan's 2023 strategic plan. Furthermore, community health improvement is a driving strategy within Bryan's 2023 strategic plan.

Needs Assessment Overview

Community Health Survey

The Lincoln Community Health Survey provided information and insight critical to Bryan Medical Center's Community Health Needs Assessment. This survey was planned, conducted, and analyzed as a joint effort between the Lincoln-Lancaster County Health Department, Bryan Health and CHI Health. Details surrounding the methodology and findings of the Lincoln Community Health Survey can be found in Bryan Medical Center's 2021 CHNA.



Continued Analysis

The Lincoln-Lancaster County Health Department has plans for further development and enrichment of the Lincoln Community Health Survey. These subsequent stages have been delayed due to the ongoing COVID-19 pandemic, but work on all of them continues, and Bryan Health is proud to join in that work. These include mapping the results of the Lincoln Community Health Survey, holding community conversations with respondents for further discussion, and presenting findings at a community health summit.

Additional Research on Cancer

In addition to the Community Health Survey (and in part due to gaps in the survey surrounding the topic of cancer - see CHNA), Bryan also relied on extensive research and business planning it conducted on the state of cancer care within Lincoln and Lancaster County, as well as across the state and region.





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Overview

Prioritized Significant Health Needs

The 2021 Community Health Needs Assessment identified health needs within Lincoln and Lancaster County. The priorities identified through surveying, from data collected from Lancaster County's vital statistics and Bryan's internal data reveal four priorities to address. The priorities identified are:

*Behavioral
Health*

*Cardiovascular
Disease*

*Cancer
Care*

*Effects of the
COVID-19 Pandemic*

Three Stages of Response

Bryan's strategy to respond to these needs will be organized through the three-stage lens of:

Prevention

Intervention

Postvention

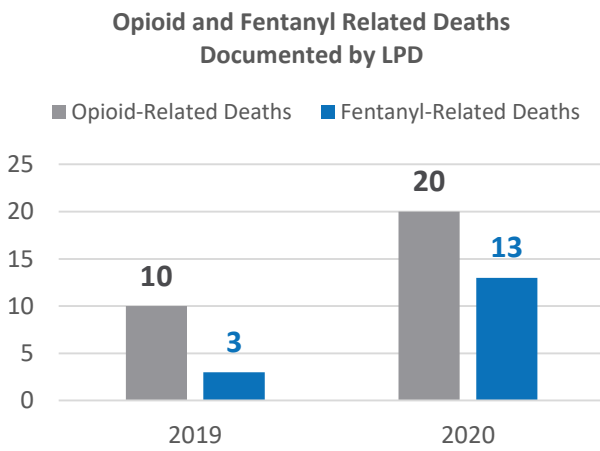
To note, the term postvention is borrowed from the behavioral health realm. In that world, postvention often specifically refers to support given to family and friends of a suicide victim. In the context of this Community Health Implementation Plan, the scope of postvention is expanded to include any care, support, or engagement given after an acute health event takes place in a person's life.

Organizing responses in this manner reflects Bryan's commitment to providing care before, during, and after an acute health event takes place.

Behavioral Health

Opioid-Related Deaths

Opioid-related deaths rose dramatically in 2020.



2021 Overdose Health Alert

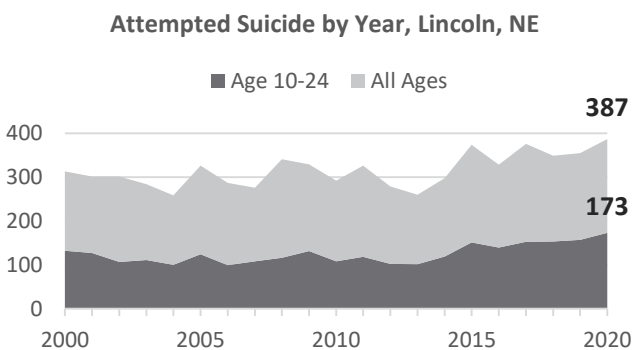
On August 19, 2021, the Lincoln-Lancaster County Health Department issued a health alert regarding a spike in accidental drug overdoses caused by illegal drugs being mixed with fentanyl.



The Lincoln Police Department reported responding to 50 overdose cases within a period of 30 days. Upon investigation, at least 26 in the prior three weeks had been caused by this combination.

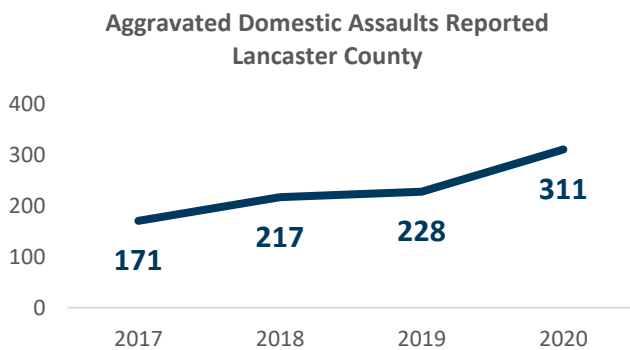
Attempted Suicides

Attempted suicides in Lincoln, Nebraska have risen to a twenty-year high, both among the 10-24 year old age group and among all ages in general.



Rising Domestic Assault

Reports of aggravated domestic assault in Lancaster County have risen over the past three years, including a substantial jump in 2020.



Police Calls for Mental Health

Between January and May of 2021, the Lincoln Police Department responded to 1,698 mental health calls for service. These calls included more than 170 attempted suicides. More than 100 of the calls for service required emergency protective care.

1,698

Behavioral Health

Implementation Strategies

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Increase number of Mental Health Providers in the Community : Bryan Medical Center actively works to develop, recruit and retain mental health providers. At present, the wait time to see a mental health professional is several weeks long and job openings are difficult to recruit for. The pandemic has only increased the need for these services. Bryan Medical Center will address this by working to recruit more providers to the community. The recruitment of diverse providers improves care and outcomes for patients with similar backgrounds.

Metric: Hire staff to fill all available offices to provide for continued growth



More Provider Evaluations: Provider evaluations are the next step for patients who have completed a screening and tested positive for needing additional support and/or resources. This next step can be offered via telehealth or in person.

Metric: Increase evaluations by 15% over the next 3 years



More Online Screenings: Bryan's Behavioral Health Services offer 12 online mental health screenings. Online screenings allow patients to access assistance at their convenience 24/7 and direct them to the appropriate level of care.



Firearm Storage Safety: In 2022 Bryan partnered with Kid Glove and Region 5 on a firearm storage safety campaign.

Metric: Maintain partnership, programming, and safe distribution



Gun Amnesty Day: In partnership with the Lincoln Police Department, an annual Gun Amnesty Day is hosted. At the event free gun safes, trigger locks, and suicide prevention materials are distributed.

Behavioral Health



MyCompanion App:

The MyCompanion App was developed in partnership with The Nebraska Suicide Prevention Coalition, BoysTown National Hotline and Don't Panic Labs. The free app has suicide prevention resources and connects to the BoysTown Suicide Prevention Hotline and Text line. The app was developed with a focus on individuals age 15 – 24. This age group has the highest rate of suicide attempts in Lincoln – Lancaster County.

Metric: 350 downloads in the first year (2022)



Region 5 Partnership: The Bryan Medical Center Mental Health Emergency Department provides safes for firearms or medication to patients seeking care that may not meet criteria for inpatient admission but would benefit from the safe upon ED discharge in partnership with Region 5. Detera Packets are also distributed which are a safe means to dispose of medication.

Metric: Distribute 300 gun safes or Detera Packets. Distribution dependent on continued partnership with Region 5.



Nebraska State Suicide Prevention Coalition: Bryan Medical Center participates in and provides leadership to the Nebraska State Suicide Prevention Coalition



Community Non-profit and Cultural Center Partnerships:

Bryan Medical Center has partnered with local non-profits and cultural centers to increase community access to mental health education, screening, evaluations, and treatment.



IP and OP Treatment:

On the Bryan Medical Center West Campus both inpatient and outpatient behavioral health and substance use services are offered. Over the next three years, Bryan will continue with its commitment to provide care to patients needing inpatient and outpatient behavioral health services.

Behavioral Health



Partial Hospitalization: One of the treatment options Bryan offers is partial hospitalization. This option allows patients to spend full days in treatment but return to their home at the end of the day. Partial hospitalization reduces the length of inpatient stay and helps patients transition from inpatient care to outpatient care. A stand alone youth partial program was recently opened in early 2022 to enhance the treatment experience for youth.



Increase Number of Patients with Improved Depression Scores on PHQ9: The PHQ9 is a standardized depression screening tool. Patients are screened during their initial evaluation for behavioral health services and then again upon completion of treatment. This is a way for a health care provider to determine next steps and treatment effectiveness.

Metric: In 2022 Bryan will collect and aggregate data to determine baselines for our Counseling Center and Independence Center Programs. This will be used to determine current clinical improvements of patients and inform future program enrichments.



Independence Center:

The Independence Center, located on the West campus, offers drug and alcohol treatment. The center has been treating patients and changing lives for over 50 years.



Mental Health ED: The Bryan Mental Health ED is the only one of its kind in the region. It offers services for those experiencing an acute mental health event and connects them with the correct level of care.



ED Connections:

ED Connections is a program at Bryan Medical Center that offers post admission resources such as case management, narcotic monitoring & diversions services, medication assistance, and service coordination.

Behavioral Health



Peer Specialists: The peer support program offers mentoring by individuals who have similar experiences. Peer to peer mentorship is proven to help individuals stick to their treatment program and have better outcomes.



Aftercare Programming: After discharge from the Independence Center, sobriety programming and support is offered to members of the community to assist them in their sobriety journey.



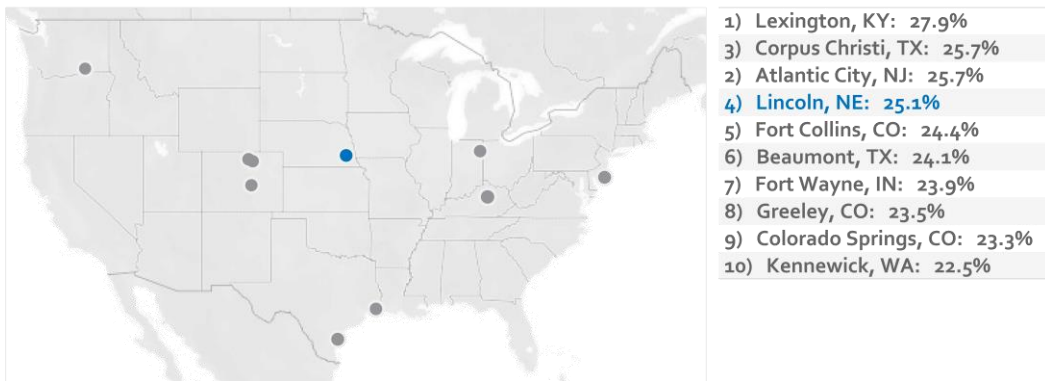
Affiliation with LOSS Team: LOSS (Local Outreach to Suicide Survivors) now has teams across the state. They work with survivors impacted by suicide. Team members are often individuals who are survivors themselves. Bryan Health is most closely aligned with the Lincoln/Lancaster LOSS Team via Advisory Board membership.

Cardiovascular Disease

A Troubling Increase in Cardiovascular Deaths

In 2020, the Wall Street Journal analyzed the CDC's mortality data among people ages 45 – 64 during the years between 2010 and 2016. The analysis studied increases in cardiovascular-related deaths in that age group across the nation's cities with populations greater than 100,000. The analysis cited Lincoln, Nebraska as having a 25.1% increase in that time period; ranking fourth nationally.

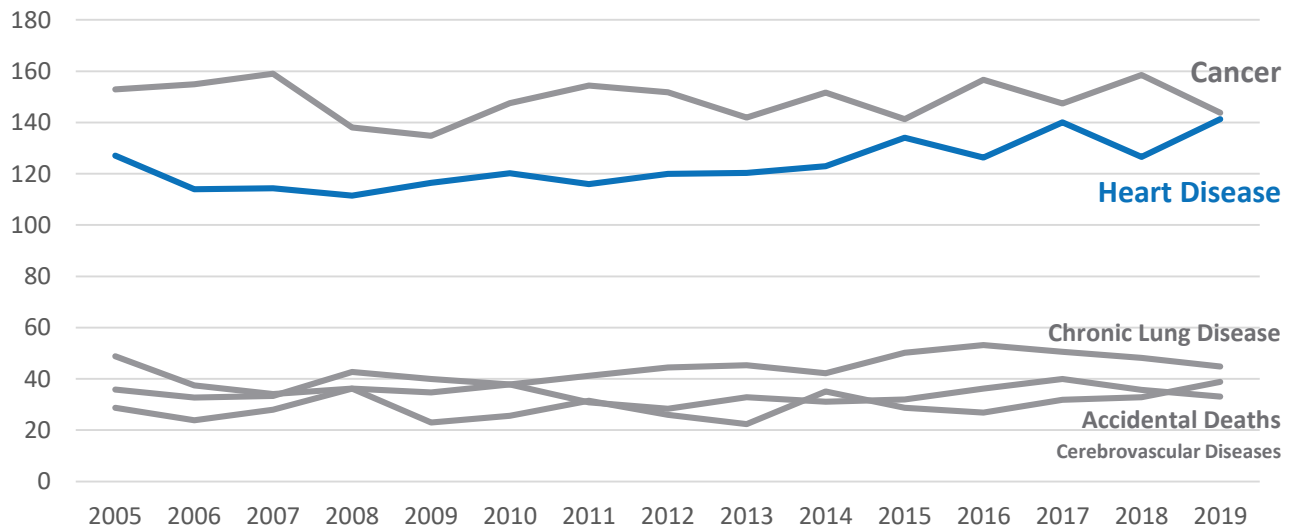
Deaths from Cardiovascular Disease for ages 45-64 in major metro areas
Change from 2010-2011 to 2015-2016 in the rate per 100,000 people



A Prominent Cause of Death in Lancaster County

Heart disease has been one of the two leading causes of death in Lancaster County at least as far back as 2005. It trails just behind cancer as the leading cause of death, and both are far ahead of all other causes of death in the county.

Top 5 Causes of Death, Lancaster County - Crude Rate Per 100,000 Population



Cardiovascular Disease

Implementation Strategies

Prevention

Intervention

Postvention



Online Heart Screening: Bryan Health looks to continue its efforts in providing online screening tools for heart health. HeartAware, Bryan Health's online heart health screening tool, allows users to identify possible heart conditions they may have, as well as connecting them with a nurse for consultation if any possible conditions are present. This consultation may result in recommendation to follow up with their primary care provider. If they do not have a primary care provider, they are recommended a provider in the community. From March 1, 2021 to March 1, 2022, 1,292 HeartAware screenings have been completed for Lancaster County residents. Of those, 180 have completed a subsequent consultation with a Bryan RN – others may have followed up with their providers in the community. Bryan Health plans to continue to grow access to HeartAware through advertising and awareness campaigns.



Quality Metrics for Hypertension in Ambulatory Settings: Uncontrolled hypertension increases the risk of heart disease and stroke, the leading causes of death in the United States. Proper management of patients with hypertension is a collaborative effort that spans across multiple health service lines. Work is currently underway to improve high blood pressure control for all patients with a diagnosis of hypertension between the ages 18-85 to a rate of 72.04% controlled across all Bryan Health ambulatory settings by the end of 2022.

Cardiovascular Disease



Pine Lake Imaging: In February 2022, Bryan Health introduced a new location option for cardiovascular diagnostic imaging at Pine Lake. By providing these services at a free-standing facility and working closely with commercial payers, patients are able to receive this care at a lower price than previously was available at Bryan Medical Center. Additionally, the convenient location and simpler wayfinding also resulted in a better overall care experience. Bryan Heart is now working to increase awareness and volume related to this service, so that access to care can be grown throughout the community.



Provider Recruitment: Bryan Heart continually evaluates the number of providers it needs to care for patients and potential patients in each community it serves. As Bryan expands the number of communities that it cares for, and as communities across Nebraska continue to age, the number of providers needed to care for the population will continue to grow and fluctuate. Rather than setting a static goal of recruiting a certain number of providers, Bryan Heart plans to evaluate the greatest specialties and geographic areas of need, and focus recruitment efforts from there.



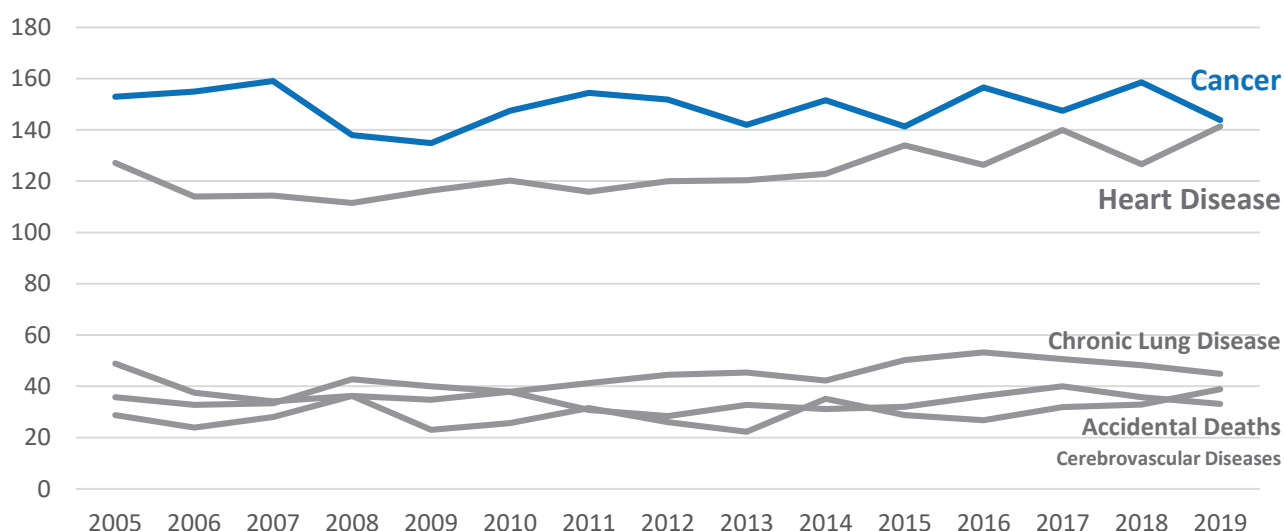
Cardiac Rehab: During the COVID-19 pandemic, Bryan Health offered in-person traditional cardiac rehabilitation services at its LifePointe facility, while also offering a home-based remote patient monitoring option. This home-based remote option allowed patients to exercise at home and reduce their exposure to COVID-19. Bryan also offered additional lab times and reduced the amount of patients per lab. In 2022, Bryan continues to explore alternatives to add to its primary in-person method of cardiac rehabilitation.

Cancer Care

Lancaster County's Leading Cause of Death

Cancer has held as Lancaster County's most prominent cause of death for more than a decade. The only other leading cause of death for the area is heart disease, which has yet to eclipse it.

Top 5 Causes of Death, Lancaster County - Crude Rate Per 100,000 Population



Gathering Insights from Residents Affected by Cancer

Bryan leaders met on four occasions with focus groups comprising individuals from the region who have lived or are living with cancer. Qualitative findings revealed cancer patients rely upon their physician, experience and their own research when they decide where to receive care. This group articulated a deep understanding of the protocol-driven nature of cancer care. They were universally complimentary of the skill and experience of their physicians and quality of the care and outcomes experienced in Lincoln and elsewhere.



However, it was clear that they desired and strongly recommended that Bryan facilitate a better option than currently exists. They advised Bryan to do all it could to remedy the disjointed care, and enhance the convenience and personalized care that was lacking when they left Lincoln for second opinions or additional care.

Bryan Health conducted specific research into the impact of cancer in the area while it was planning the April Sampson Cancer Center. This research is included elsewhere in this document.

Cancer Care

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Launch of Genetics Clinics: As part of the Bryan Health cancer program a genetics clinic has been launched. The clinic offers genetic testing and counseling to any family members with a love one diagnosed with cancer. Providers are able to refer patients to the genetics clinic but no referral is required for patients to access this service. The service is currently at LifePointe but will move to the completed April Sampson Cancer Center in 2023.

Metric: Over the next three years genetic clinic utilization will increase



Distress Screening: Distress screening is offered to patients undergoing cancer treatment. The results of the screening help identify the additional referrals a patient may need such as social work.

Metric: Screen 100% of new patients at first contact and 90 days after



Physician Podcasts:

Many consumers listen to podcasts to stay up to date and easily digest information. Physician podcasts are a way to reach the community with information on the importance of cancer screening and prevention.

Cancer Care



NC2 Screening Quality: Bryan partners with Nebraska Cancer Coalition (NC2) to analyze screening quality and support enhanced screening efforts.



Skin Cancer Screening: Bryan provides a variety of cancer screenings. Free skin cancer screening is offered twice a year through the cancer program.



Provider Recruitment: Bryan assesses the growing provider need in the community and assists practices in recruiting providers to meet the communities needs. At present there is active recruiting for plastic surgery, radiation oncology, and gyn-oncology.



Colorectal Symposium: The symposium is a public facing event that offers support, education, and resources to those impacted by colorectal cancer. It is an opportunity to get them connected with the services offered at Bryan as well as promote preventative screening.



Lung Nodule Program: Bryan conducts weekly review on scans that are done for other concerns, but where incidental nodules or masses are identified and further review is recommended. This aides in early detection and intervention.

Cancer Care



Building and Construction of April Sampson Cancer Center: In the summer of 2021 ground was broken for the April Sampson Cancer Center. The building will allow patients to have a one stop shop for their care. There will be the ability to provide cancer treatment, screening, and imaging in partnership with Cancer Partners of Nebraska. The doors of the center will open in 2023. With the communities expressed need for greater cancer care, Bryan has responded. Pieces of the cancer program are already in place so that when the physical space is ready, the programming will be operational and thriving.



Expanding Nurse Navigators:

Presently the cancer nurse navigators focus on inpatient oncology patients. They will be expanding this program to include patients both inpatient and out patient. Assigning each patient a navigator from the very beginning of their cancer journey.

Metric: Expand navigation team from 3 to 8 in 2022.



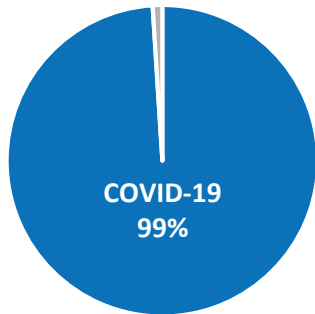
Survivorship Program Launch: Survivorship focuses on the health and wellbeing of the patient post treatment. The intent is to support the person as they navigate what life looks like after cancer. A new survivorship program has launched as part of the programming of the new cancer center. The importance of care and community throughout ones journey with cancer is being addressed through programs like this.

Effects of the COVID-19 Pandemic

Anxiety towards COVID-19

The Lincoln Community Health Survey was distributed in late September, 2020. The dominant response-category for question 2 (“What worries you most about your or your family’s health”) was “Infectious Disease”, garnering 29.1% of responses. Of those responses, a full 99% specifically listed COVID-19 as their primary health worry.

**Question 2: What worries you most about your or your family’s health?
(Among “Infectious Disease” Responses)**



Effects of Delayed Care

In an attempt to maintain capacity during periods of COVID-19 surge over the past year and a half, Bryan Health has employed strategies to stop, reduce, suspend or delay elective surgeries multiple times.

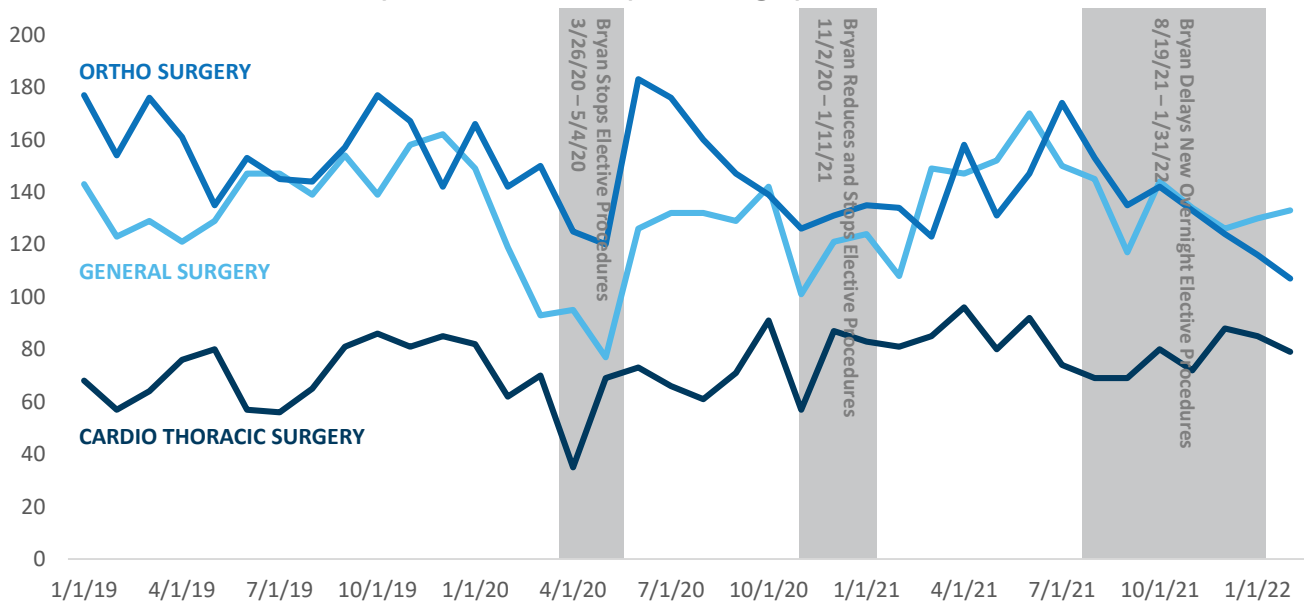
Nationally, as of September 2020:

36% Of adults reported delaying or forgoing health care due to worry about exposure to COVID-19, or because a provider limited services during the pandemic.

76% Of adults who delayed or forewent care had one or more chronic health conditions, such as diabetes, heart disease and cancer.

32% Of the adults reporting delayed or forgone care reported that doing so worsened their health conditions.

Bryan Medical Center Inpatient Surgery Case Volumes



Effects of the COVID-19 Pandemic

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Communication and Education: For the past two years, Bryan has strived to be a source of reliable, accurate, and objective information regarding COVID-19 in Lincoln and across Nebraska. Bryan has hosted over 140 COVID press briefings, created educational videos and imagery that has in some cases been shared at the national level, and built a dashboard that releases our COVID-19 information to the public daily. In an effort to prevent future spread and complication of COVID-19 within our community, Bryan remains committed to these efforts. Communications will occur as needed and the dashboard will continue to be updated.



Vaccination: Similar to its commitment to overall pandemic communication and education, Bryan has worked to provide reliable education and answers about the vaccine for our community. Along with educational images and social media posts, Bryan hosted a series of live and recorded broadcasts available for the community to stream, where doctors directly addressed questions and fears regarding the vaccine. One of these videos was shot entirely in Spanish, and it was ultimately picked up by several media networks across the country. Bryan remains committed to providing reliable education surrounding the vaccine, and will do so as needed.



Testing: Since the beginning of the pandemic, testing has stood as an integral piece to Bryan's pandemic response strategy. Bryan is proud to have launched the state's first drive-through testing station, as well as the state's first mobile testing vehicle. Testing remains critical to effectively addressing COVID-19, and Bryan is will continue to scale its testing efforts as need dictates.

Effects of the COVID-19 Pandemic



Institution of Isolation Unit: Throughout the pandemic, Bryan has relied on the agility and dedication of its employees to help transform medical units into isolation units fit to care for COVID-19 positive patients. While this flexibility helped provide care for the community through the worst surges of the pandemic, Bryan is exploring ideas on how to proactively address infectious diseases so that patients and their families are given the best level of care possible.



Innovating Physical Space to Maximize Patient Care: Along with the specific needs of infectious disease patients, the pandemic has called Bryan to explore how it can best care for patients during times of great volume and healthcare need. Like hospitals across the state, nation, and globe, Bryan relied on ingenuity and dedication to accommodate capacities that had never been seen the near hundred years of its existence. Bryan is exploring ways that it can best meet the needs of the community from a capacity standpoint.



Addressing Care that has been Delayed: In an attempt to maintain capacity during periods of COVID-19 surge over the past two years, Bryan has employed strategies to stop, reduce, suspend or delay elective surgeries multiple times. Furthermore, the community is reported to have delayed diagnostic and preventative care during that same time frame. These disruptions to care will have potentially severe consequences for the community if they are not addressed. Bryan is currently working to fast-track its backlog of elective surgeries that built up during the pandemic. Bryan is also exploring outreach opportunities to engage the community in the diagnostic and preventative care that was neglected for the past two years.



Workforce Retention and Support: While there has been a growing workforce deficit in healthcare for many years, the COVID-19 pandemic has shined a stark light on the need for skilled and trained providers in the hospital system. Bryan is currently rolling out ambitious incentive plans to draw and retain its workforce. This currently includes student loan repayment, tuition reimbursement, premium pay for over 40 hours per week and retention bonuses of up to \$4,000 per year.

Effects of the COVID-19 Pandemic



Crisis Communication Resolution & Evaluation Stages. There are 5 stages of crisis communication; Pre-Crisis, Initial, Maintenance, Resolution, and Evaluation. As COVID-19 case counts drop, we have begun to enter the resolution and evaluation phase. This entails conducting a full evaluation of our efforts in order to learn from what we did, record our efforts, and enhance our readiness for any future COVID-19 surge or crisis of similar nature.



Appendix

Sources

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Sources

Medical Center & Health System Overview

Who We Serve

Who We Serve: Source: Nebraska Hospital Information Systems Inpatient and Outpatient Data, January 1, 2020 thru June 30, 2020. Note – hospital market data for the last half of 2020 is not yet available because of data integrity issues between the Nebraska Hospital Association and its former data vendor.

Behavioral Health

Attempted Suicides

Source: Bryan Health Subject Matter Experts and Lincoln Police Department.

Rising Domestic Assault

Source: Bryan Health Subject Matter Experts and Lincoln Police Department.

Opioid-Related Deaths

Source: "Health Department Issues Overdose Health Alert." 8/19/2021. (<https://www.lincoln.ne.gov/News/2021/8/19a>)

2021 Overdose Health Alert

Source: "Health Department Issues Overdose Health Alert." 8/19/2021. (<https://www.lincoln.ne.gov/News/2021/8/19a>)

Cardiovascular Disease

A Prominent Cause of Death in Lancaster County

Source: Lincoln-Lancaster County Health Department, Lancaster County Vital Statistics. (<https://www.lincoln.ne.gov/City/Departments/Health-Department/Public-Health-Informatics-and-Planning/Data-and-Reports/Vital-Statistics>)

A Troubling Increase in Cardiovascular Deaths

Source: "Heart Disease Strikes Back Across the U.S., Even in Healthy Places." Betsy McKay and Paul Overberg, Authors. 1/14/2020. The Wall Street Journal. (<https://www.wsj.com/articles/heart-disease-strikes-back-across-the-u-s-even-in-healthy-places-11579015880>)

Cancer Care

Lancaster County's Leading Cause of Death

Source: Lincoln-Lancaster County Health Department, Lancaster County Vital Statistics. (<https://www.lincoln.ne.gov/City/Departments/Health-Department/Public-Health-Informatics-and-Planning/Data-and-Reports/Vital-Statistics>)

Gathering Insights from Residents Affected by Cancer

Source: Bryan Health Subject Matter Experts and partnering cancer consulting team.

Sources

Effects of COVID-19

Effects of Delayed Care

Source: "Delayed and Forgone Health Care for Nonelderly Adults during the COVID-19 Pandemic: Findings from the September 11-28 Coronavirus Tracking Survey." Dulce Gonzalez, Michael Karpman, Genevieve M. Kenney and Stephen Zuckerman, Authors. February, 2021. Urban Institute and Robert Wood Johnson Foundation. (https://www.urban.org/sites/default/files/publication/103651/delayed-and-forgone-health-care-for-nonelderly-adults-during-the-covid-19-pandemic_1.pdf)

Source: Bryan Health Subject Matter Experts.

Anxiety Towards COVID-19

Source: Bryan Health members of the Lincoln Community Health Survey Team