

Vanderbilt University
Hospitals and Clinics

Community Health
Needs Assessment:
Implementation Plan

April 2013

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INTRODUCTION

The 2013 Vanderbilt University Medical Center Hospitals and Clinics Community Health Needs Assessment described in this report details the health status of the community in which our patients live, the gaps between current and desired health status, and our citizens' perspective on health and health care and how Vanderbilt University Hospitals and Clinics could help address their concerns. This assessment used a combination of secondary and primary data. The assessment identified 50 health needs that could be generally classified into one of three overarching and overlapping categories: access to care, disease prevention and care coordination.

Criteria that were considered in setting strategic priorities for the Implementation Plan include:

- Do the quantitative secondary data describing the health of the Vanderbilt University community indicate a disparity between current and targeted health outcomes and/or a need for improvement?
- Do the qualitative primary data describing the health of the Vanderbilt University community identify health care needs and/or opportunities for improvement?
- Is the issue important to the community, its citizens and leaders?
- Does Vanderbilt University have the expertise and resources to make an impact?

The overall goals of the Implementation Plan are to:

- Increase access to quality health care.
- Advance care coordination across the health care system.
- Support evidence-based preventive health services and preventive health behaviors.

The plan that follows is intended to address these priority health issues in a way that builds upon the clinical, educational, research, outreach, and advocacy strengths of Vanderbilt University. Vanderbilt is situated in a region that has many health and health care stakeholders including public health, community healthcare providers, schools, social service providers, governmental agencies, and other entities. To achieve success in any of the three strategic areas, collaboration with these organizations is critical. To move from planning to implementation over the next three years, Vanderbilt will actively engage key community stakeholders to further refine these plans and work collaboratively to improve the health of our community.

Instead of prioritizing these important health needs, the implementation plan addresses each of the 50 specific health needs. This plan describes the 106 programs that Vanderbilt University and its Hospitals and Clinics will continue and improve or develop as new programs to address each of these needs. Vanderbilt University Medical Center Hospitals and Clinics will continue its mission to provide outstanding care and is a major safety net provider for care in the community. In 2012, the Medical Center provided \$477.4 million in uncompensated care.

VANDERBILT UNIVERSITY ADULT HOSPITAL

Vanderbilt University Medical Center (VUMC) is a comprehensive healthcare facility dedicated to patient care, research, and biomedical education. Its reputation for excellence in each of these areas has made Vanderbilt a major patient referral center for the Mid-South. Each year, people throughout Tennessee and the Southeast choose Vanderbilt for their health care needs, not only because of its excellence in medical science, but also because the faculty and staff are dedicated to treating patients with dignity and compassion. Vanderbilt's mission is to advance health and wellness through preeminent programs in patient care, education, and research.

Vanderbilt University Hospital, a 748-bed facility, is home to the region's only Level 1 Trauma Center, the Vanderbilt Regional Burn Center and the Vanderbilt Transplant Center, the only transplant center in Tennessee to offer all major solid organ transplants. Last year Vanderbilt University Hospital had more than 40,000 inpatient admissions, performed more than 35,000 surgeries and treated more than 60,000 patients in its Adult Emergency Department. Vanderbilt's adult outpatient clinics logged more than 1.5 million ambulatory visits.

MONROE CARELL JR. CHILDREN'S HOSPITAL AT VANDERBILT

Monroe Carell Jr. Children's Hospital at Vanderbilt is nationally recognized as a leading provider of pediatric health care services on the basis of programs and overall quality of care. Providing the highest level of pediatric care, Children's Hospital is a top-level teaching and research facility, yet we also treat and help prevent all health issues that affect children ranging from simple colds and broken bones. Featuring Centers of Excellence for the treatment of diabetes, congenital heart disorders, and stem cell transplantation, Children's Hospital also operates the region's only level 1 pediatric trauma unit and a neonatal intensive care unit with the highest designated level of care in the state. The hospital is dedicated to serving the children of Middle Tennessee and beyond.

Children's Hospital is a nonprofit facility. Annually, we admit more than 13,500 patients, perform more than 16,000 surgeries and see more than 215,000 outpatient clinic visits. No child who needs our services is denied care on the basis of limited ability to pay.

VANDERBILT PSYCHIATRIC HOSPITAL

The Vanderbilt Psychiatric Hospital provides an age-appropriate, healthy environment for mental health care. The hospital has approximately 3,600 annual discharges and its clinics provide care through approximately 70,000 annual mental health visits. In addition to clinics on the main campus, VUMC supports mental health providers in approximately 50 Davidson County schools and provides mental health services to juveniles at the Woodland Hills Correctional Facility. In addition to adult care, the Vanderbilt Psychiatric Hospital is the only inpatient mental health provider for young children in Middle Tennessee and offers highly specialized services for children and teens.

The hospital helps patients with many conditions, including: depressive disorders, anxiety disorders, adjustment disorders, post-traumatic stress disorder (PTSD), bipolar affective disorder, attention deficit/hyperactivity disorder, schizophrenia and psychotic disorders.

Each of the three Vanderbilt University Medical Center hospitals, as well as the University at large, is committed to addressing the community health needs identified through this report. Approaches to address these needs follow.

Access to Care

In the secondary, survey and focus group data, access to care was noted as an important concern. Such access included primary care (particularly in Rutherford, Montgomery, and Williamson counties), specialty care, non-emergency room urgent care (including evening and weekend care), transportation services to health care facilities, and affordable care.

Vanderbilt University Hospital supports several important programs that do and will increasingly expand access to care.

1. Established by the Vanderbilt School of Nursing, the **University Community Health Services (UCHS)** is a federally qualified health care center. It originated with the Vine Hill Clinic, which serves a low-income neighborhood in south Nashville. UCHS has since grown to include 10 employer-based health clinics, the Franklin Road Women's Health Center, Priest Lake and Women's Health Center, and the House Calls Program serving homebound elderly. Vanderbilt continues to provide technical and development assistance to the clinics, and many of the clinicians are members of the School of Nursing faculty. The School of Nursing also developed the **Clinic at Mercury Courts**, which serves a homeless population.
2. **Shade Tree Clinic** provides primary, subspecialty and urgent care to more than 1,300 uninsured Spanish and English-speaking residents of Davidson County every year. Vanderbilt medical students manage and staff the clinic, which is located in East Nashville. Vanderbilt University Medical Center provides laboratory and pharmacy services free of charge.
3. **School Health Clinics:** Vanderbilt nurses are on-site at three Metro Nashville elementary schools in low-income neighborhoods. The clinics help children with chronic health conditions manage their complex health needs, and spend time in the classroom teaching children about nutrition, hygiene and dental care.

4. **Vanderbilt Walk in Clinic Franklin** provides immediate service in a convenient location. X-rays, sutures, and almost any other urgent need can be treated without an appointment, even on most holidays.
5. Vanderbilt University Medical Center is establishing the **Vanderbilt Health Affiliated Network** of not-for-profit community hospitals throughout Tennessee that will expand access to Vanderbilt-associated services in collaboration with affiliates while keeping patients appropriately in their community of care.
6. In partnership with CMS, Vanderbilt University Hospital is supporting a **patient-centered medical home** model that is being piloted across its primary care clinics and in partnership with primary care practices who admit patients to three community hospitals that are part of the Vanderbilt Health Affiliated Network. The project seeks to improve the effectiveness and reduce the overall costs of health care, including primary and specialty care, as well as the costs of diagnostic testing and therapeutics.
7. The **Children's Hospital Primary Care Clinic** provides complete sick and well-child care to children from birth through the teen years. The clinic is a medical home for patients in the practice. The clinic has served more than 16,000 unique patients for well child visits over the past 3 years of which 74% are TennCare (Medicaid) and 5% are uninsured.
8. Children's Hospital currently manages **specialty clinics** in Williamson County (Edward Curd Lane) and Jackson Madison County (Ayer's Pediatric Clinics), five days a week. Subspecialty clinic expansion is underway at Cookeville (Putnam County), Spring Hill (Maury County) and Hendersonville (Sumner County).
9. Children's Hospital also has three level **2B NICUs** managed by Vanderbilt Neonatology faculty in **collaboration with regional community hospitals**: Gateway Medical Center Neonatology in Clarksville (Montgomery County) – 12 beds; Maury Regional Medical Center (Maury County)- 8 beds and Jackson Madison County (Madison County)- 28 beds. This partnership enables the delivery of high quality perinatal/neonatal care as well as implementation of programs designed to improve infant outcomes and mortality.
10. Vanderbilt Psychiatric Hospital (VPH) will be launching an **Adolescent Partial Hospitalization Program** in FY14 that will enable VPH and Children's Hospital inpatients to step down to a partial level of care. Additionally, some Children's Hospital patients who present to the pediatric emergency room may be triaged to this partial program. This new service will provide child and adolescent patients with mental health concerns with another level of care beyond what is currently available.

11. Children’s Hospital has added social workers in the **Pediatric Emergency Department** to develop guidelines for transfers, facilitate communication across teams, and guide appropriate disposition for mental health services for children and adolescent patients.
12. Children’s Hospital will be establishing **after-hours and specialty care clinics** in surrounding counties: Wilson County (Mt. Juliet), Sumner County (Hendersonville), and Williamson/Maury County (Spring Hill). Services offered at these clinics will enable Children’s Hospital to strengthen its relationships with community pediatricians and family practice physicians while improving patient outcomes by expanding the continuum of care closer to patients’ homes with physician-provided services.
13. Children’s Hospital supports two **patient transport teams**, serving primarily the Middle Tennessee region, but also capable of transporting from the entire state: Neonatal Transport Service and Pediatric Transport Service. Both services provide subspecialty expertise and bring the specialized care to the patient, thereby contributing to overall improved outcomes. Both services cover 42 counties. In addition, these teams provide ongoing outreach education to the community hospitals and emergency medical services in these counties. For the first half of FY 13, the Neonatal team transported between 39-58 patients per month and the Pediatric team served 35-50 children per month through December 2012.
14. The Vanderbilt Psychiatric Hospital has recently established a **Patient and Family Advisory Council** and will formalize its mandate and process in the coming year. This important group of individuals will help to ensure that the needs of the community are understood and that we, as a mental health system, are addressing issues as they arise.
15. **Vanderbilt Women's Health** is developing an innovative approach to group prenatal care that incorporates evidence-based practice with a personalized approach and bioinformatics. Group prenatal care has been shown to reduce preterm births in vulnerable populations and 97% of women report preferring this approach to traditional care. With this type of prenatal care, a group of women meet with a physician, nurse midwife or nurse practitioner in a larger room. Each group meets 10 times for 2 hours throughout pregnancy until their babies are born for routine prenatal care and extra education about health and pregnancy. Vanderbilt is building on this concept to develop a system that is more easily implemented in a variety of settings.
16. The **Centers of Excellence (COE) for Children in State Custody** ensure that some of the most vulnerable children and adolescents in our service area receive mental health services. Vanderbilt is one of the sites partnering with the Tennessee’s Department of Children’s Services to provide this care and ensure that the network of Centers remains strong. In addition to providing direct clinical care, Vanderbilt runs a number of educational programs through the COE, including coordinating a learning collaborative

on trauma-focused cognitive behavioral therapy and a youth behavioral learning collaborative to increase the use of an evidence-based program for adolescents.

17. **Kennedy Center’s Treatment and Research Institute for Autism Spectrum Disorders** offers assessment and treatment services for children with ASD, support for parents, and training to school personnel, community professionals and pediatric care providers.
18. **Kennedy Center for Excellence in Developmental Disabilities** provides a wide range of services to individuals with developmental disabilities, including support for education, early intervention, employment, health and mental health, and quality of life. The Center is also a key partner of the Tennessee Developmental Disabilities Network. The **Tennessee Disability Pathfinder** is a statewide clearinghouse of disability-related resources available on the web, which is in English and Spanish, and by phone, with multilingual staff (Spanish, Kurdish and Farsi).
19. The **Vanderbilt Comprehensive Care Clinic (VCCC)** serves more than 2,650 HIV infected patients and logs more than 18,500 visits each year. Approximately 34% of patients are uninsured. The VCCC provides care for approximately 85% of all HIV infected patients living in the 13-county Middle Tennessee area who are receiving care for their HIV-related disease. Vanderbilt faculty staff two rural satellite clinics in Cookeville and Columbia Tennessee. VCCC provides holistic care and a range of educational and support activities for individuals living with HIV. It collaborates with a large network of organizations to provide a comprehensive center of excellence for HIV treatment.
20. To improve community access to the highest quality cancer care, the **Vanderbilt-Ingram Cancer Center** provides services to patients in the outlying counties. This also permits other institutions to access our clinical trials for their patient populations, thereby allowing participation in research in the community setting. Vanderbilt-Ingram Cancer Center and Vanderbilt University Medical Center affiliations that provide cancer care, research and quality improvement with community institutions include:
 - a. Robertson County – NorthCrest Medical Center
 - b. Shelby County – Baptist Memorial Health System
 - c. Williamson County – Williamson Medical Center
 - d. Madison County – Jackson Madison County General Medical Center
 - e. Maury County – Maury Regional Medical Center
 - f. Putnam County – Cookeville Regional Medical Center
21. Vanderbilt’s **Interpreter Services Office** helps patients with limited English proficiency, as well as those who are deaf and hard of hearing, and visually impaired. Services include access to a qualified interpreter in a variety of languages, American Sign Language interpreters, and readers or Braille documents for visually impaired patients.

Specific Health Needs within Access to Care

Within the overall theme of access to care as an important community health need, the community health needs assessment identified specific areas of concern. Each of these is addressed below, referencing the programs listed in the previous section that will address each of these needs.

- Access to a usual source of primary care
 - University Community Health Services (1)
 - Shade Tree Clinic (2)
 - School Health Clinics (3)
 - Vanderbilt Health Affiliated Network (5)
 - Patient-centered medical home (6)
 - Children's Hospital Primary Care Clinic (7)
- Access to primary care and non-ED urgent care in evenings and on weekends
 - Vanderbilt walk-in clinic in Franklin (4)
 - Children's after hours clinics across region (12)
- Access to reduced cost of care for uninsured
 - Vanderbilt University Medical Center will continue to be a safety net provider and in FY12 provided over \$477 million in uncompensated care
 - Shade Tree Clinic (2)
 - Clinic at Mercury Courts (1)
 - Centers of Excellence for Children in State Custody (16)
- Access to pediatric specialty care
 - Children's Hospital specialty clinics (8, 12)
 - Children's 2B NICUs in community hospitals (9)
- Access to mental health and partial hospitalization for mental health conditions
 - Psychiatric Hospital adolescent partial hospitalization program (10)
 - Pediatric Emergency Department mental health support (11)
 - Psychiatric Hospital Patient and Family Advisory Council (14)
- Access to health insurance for children and adults
 - Vanderbilt University provides health insurance to its full-time employees
 - Vanderbilt University does not offer a general health insurance product to the public and cannot directly address this broad concern
 - Eligible children (legal citizens) have access to TennCare
- Access to transportation to care
 - Children's patient transport teams (13)

- Access to care for undocumented immigrants
 - Shade Tree Clinic (2)
- Prenatal care
 - Vanderbilt Women’s Health (15)
- Cost of specialty care in general
 - Patient-centered medical home (6)
- Cost of prescription medications
 - Shade Tree Clinic (2)
 - Patient-centered medical home (6)
- Diagnostics and treatment for developmental disorders
 - Treatment and Research Institute for Autism Spectrum Disorders (17)
 - Center for Excellence in Developmental Disabilities (18)
 - Tennessee Disability Pathfinder (18)
- Access to information that would assist foreign speaking citizens navigate health care system (especially Spanish)
 - Vanderbilt Comprehensive Care Clinic (19)
 - Tennessee Disability Pathfinder (18)
 - Interpreter Services (21)
- Access to cancer care to reduce cancer mortality
 - Vanderbilt-Ingram Cancer Center Clinics (20)
- Access to HIV care to reduce HIV related mortality
 - Vanderbilt Comprehensive Care Clinic (19)
- Access to care that will reduce stroke and heart disease mortality
 - Patient centered medical home (6)

Coordination of Care

In the secondary, survey and focus group data, coordination of care was noted as an important concern. Coordination included within and among different health care delivery systems. Vanderbilt University Hospitals support several important programs that do and will increasingly improve the coordination of care.

22. Vanderbilt University Hospital, in collaboration with CMS, supports **MyHealth Team**, a patient-centered medical home that deploys a new model of care to provide better coordination of care among the primary care providers, specialty providers, patients and families. Care will focus on patients with hypertension, congestive heart failure, diabetes mellitus and chronic obstructive pulmonary disease. The program extends beyond Vanderbilt University Hospital and Clinics to three community hospitals in Middle Tennessee and providers who admit to those hospitals.

23. Over the next three years, we will further develop **Vanderbilt Health Affiliated Network** (VHAN), a state and regional effort led by VUMC to create a network of high quality, not-for-profit hospitals and associated clinicians to provide care in a more coordinated, integrated and cost-effective manner. The network will include an electronic sharing of medical information between affiliated hospitals and providers and will include regional pediatricians.
24. Vanderbilt-Meharry-Matthew Walker **Center of Excellence in Sickle Cell Disease** provides a medical home for underserved children, adolescents and adults with sickle cell disease and children with asthma at Matthew Walker Comprehensive Medical Center (a federal qualified health center). Medical care includes subspecialty sickle cell disease and asthma care in a community health center. We provide a full pulmonary function test laboratory where lung assessments are given to low-income children and adults who otherwise would not have access to this resource in a community health center. Community providers, pediatricians and internists are included in the HRSA grant-funded Center activities so that they are equal partners in the management of children and adults with chronic diseases. The Center is funded by the Junior League of Nashville.
- a. *Sickle Cell Disease Family Weekend Retreat at the Center for Courageous Kids:* A retreat that is held for children affected by sickle cell disease and their families; allowing them to have a traditional camp experience while receiving medical care. The families are able to network with other families affected by disease and see their health care providers in a setting outside of the hospital.
 - b. *Sickle Cell Sabbath:* A community educational outreach effort to increase awareness about sickle cell disease and to promote blood donation within the African-American faith community for individuals with sickle cell disease. The program involves churches in the Nashville area willing to host an educational session and a blood drive sponsored by the Nashville Chapter of the American Red Cross. The educational session highlights the importance of blood donation and significance of knowing personal sickle cell trait status.
 - c. *Zoo Day:* A community outreach program held to allow interaction among children and adults affected by sickle cell disease with their healthcare providers and other families. Educational components include managing sickle disease, discussing inheritance patterns, and updates on care provided in a Medical Home setting.
 - d. *High School Sickle Cell and Asthma Scholars Program:* Children's Hospital has created a three-year program specifically for patients with sickle cell disease or asthma who are in high school and who are interested in biomedical research and/or research advocacy. The aims of the program are to educate high school students about research practices and becoming an effective advocate, and teach them while improving their academic performance with program mentorship.

- e. *Teen Bowling*: Each spring and fall, children ages 13–17 are invited to join the healthcare providers for a day of bowling and an interactive educational session, that includes pain management, college preparation, and community advocacy for sickle cell disease.
 - f. *Sickle Cell Walk*: An event held by a partnering community-based organization, the Sickle Cell Foundation of Tennessee, to increase awareness of sickle cell disease and raise funds for educational and social services to individuals living with sickle cell disease.
25. Children’s Hospital serves as a **Regional Perinatal Center**, one of five in the State of Tennessee. As such, we have educational agreements with approximately 45 community hospitals to provide education in neonatal resuscitation and stabilization, site visits for consultations on equipment and facilities, and outreach education seminars for community providers regarding strategies to improve neonatal and infant outcomes. The program sponsored by Children’s Hospital benefits not only our own patients and families but also affects the safety and health of neonates across the state. One of the services provided is the NICU neurodevelopmental follow-up clinic established to follow high risk infants following NICU discharge. This is a non-billing clinic supported by the Department of Pediatrics and Children’s Hospital.
26. **Child Passenger Safety Technician Certification Classes**: Vanderbilt Children’s Health Improvement and Prevention child passenger safety instructors offer CPST certification and special needs transportation classes to hospitals, clinics and public health agency throughout Tennessee.
27. **Partnering to Improve Diabetes Education (PRIDE)**, which provides training to health care providers in ten State Health Department primary care safety net clinics in Middle Tennessee. The training focuses on helping patients overcome literacy and numeracy obstacles to diabetes control.
28. The Vanderbilt Diabetes Center provides the **Self-Management Education Program** to help newly diagnosed and long-term diabetics better manage their condition. The ADA recognized program is offered in Davidson and Williamson Counties.
29. Community pediatricians and family practice physicians across Middle Tennessee who are credentialed at Children’s Hospital can access their patients’ electronic medical records (**StarPanel**) as needed. This access facilitates the continuum of care for patients.
30. Children’s Hospital Outpatient Clinics leadership have developed a real-time link between **StarPanel and Tennessee Web Immunization System (TWIS)**, which is the State’s immunization registry. The system enables Vanderbilt faculty and staff to view TWIS within StarPanel and upload immunizations given in clinics directly into TWIS.

We are spreading this capability to all areas of VUMC that give immunizations. Vanderbilt is one of the first institutions in the State to have this capability. This work has ensured accuracy of immunization status, thereby improving quality of care.

31. The **Centers of Excellence (COE) for Children in State Custody** ensure that some of the most vulnerable children and adolescents in our service area receive mental health services. Vanderbilt is one of the sites partnering with the Tennessee’s Department of Children’s Services to provide this care and ensure that the network of Centers remains strong. In addition to providing direct clinical care, Vanderbilt runs a number of educational programs through the COE, including coordinating a learning collaborative on trauma-focused cognitive behavioral therapy and a youth behavioral learning collaborative to increase the use of an evidence-based program for adolescents.
32. Vanderbilt Psychiatric Hospital has strong **relationships with mental health advocacy organizations** across Tennessee. We are in the process of strengthening those relationships to improve education, access, and outreach to community stake holders, such as the National Alliance on Mental Illness (NAMI), the Mental Health Association of Middle Tennessee, the Tennessee Suicide Prevention Network, Alignment Nashville, the Davidson County Suicide Prevention Task Force, the Tennessee Department of Children’s Services, the Tennessee Voices for Children, the Children’s Mental Health Coalition and Fort Campbell.
33. The **Vanderbilt Comprehensive Care Clinic (VCCC)** serves more than 2,650 HIV infected patients and logs more than 18,500 visits each year. Approximately 34% of patients are uninsured. The VCCC provides care for approximately 85% of all HIV infected patients living in the 13 county Middle Tennessee area who are receiving care for their HIV-related disease. Vanderbilt faculty staff two rural satellite clinics in Cookeville and Columbia Tennessee. VCCC provides holistic care and a range of educational and support activities for individuals living with HIV. It collaborates with a large network of organizations to provide a comprehensive center of excellence for HIV treatment. **VCCC also provides** HIV provides preventive services that include on-site rapid HIV testing for partners and family members of patients and secondary prevention in HIV positive patients. On-site testing costs are fully supported by Vanderbilt.
34. In addition, the VCCC runs the **Tennessee AIDS Education & Training Center**, part of the Southeast AIDS Training and Education Center (SEATEC) - a six-state consortium that includes Kentucky, Tennessee, Alabama, Georgia, North Carolina and South Carolina. SEATEC is part of a nationwide network of 11 regional AETCs founded in 1987 by the Health Resources Services Administration (HRSA) to train healthcare providers and disseminate rapidly changing information about HIV/AIDS.

35. The **Transition Management Program** for elderly hospitalized patients includes a focus on improved communication and coordination with patients discharged to post-acute care facilities and elderly patients hospitalized with common conditions, including acute myocardial infarction, pneumonia, congestive heart failure and chronic obstructive pulmonary disease. The program includes collaboration with three community hospitals in middle Tennessee.
36. **Find-A-Doctor** is a web portal available to the community that facilitates identification and access to providers across all specialties at Vanderbilt University Medical Center (VUMC).
37. The Vanderbilt **Child and Family Center** offers broad assistance to Vanderbilt faculty staff and students in balancing family needs with work life, including resources and links to services in the areas of adult care, summer camps, before and after school care, and tutorial services. Audio and video "wellcasts" are available to the community to provide information.

Specific Health Needs within Coordination of Care

Within the overall theme of coordination of care as an important community health need, the community health needs assessment identified specific areas of concern. Each of these is addressed below, referencing the programs listed in the previous section that will address each of these needs.

- Provide appropriate referrals for follow-up and community based care
 - Children's Hospital Pediatric Emergency Department social workers (11)
 - MyHealth Team (22)
 - Psychiatry hospital relationships with mental health advocacy organizations (32)
- Improve communication among systems of care (hospitals, community health clinics, health departments)
 - Children's Hospital Pediatric Emergency Department social workers (11)
 - MyHealth Team (22)
 - Vanderbilt Health Affiliated Network (23)
 - Centers of Excellence (COE) for Children in State Custody (31)
 - Regional Perinatal Center (25)
 - Tennessee AIDS Education and Training Center (34)
 - Transition Management Program (35)
- Share health records among hospitals, health departments and community health providers
 - Vanderbilt Health Affiliated Network (23)
 - Community physician access to StarPanel (29)

- StarPanel and Tennessee Web Immunization System Integration (30)
- Provide case management for chronic and/or complex health problems
 - Center of Excellence in Sickle Cell Disease (24)
 - Diabetes Center Self-Management Education Program (28)
 - Vanderbilt Comprehensive Care Clinic (33)
 - MyHealth Team (22)
- Improve discharge planning for the elderly
 - Transition Management Program (35)
- Assist people to navigate the health care system
 - MyHealth Team (22)
 - Center of Excellence in Sickle Cell Disease (24)
 - Vanderbilt Comprehensive Care Clinic (33)
- Assist in the identification of appropriate providers
 - Find-A-Doctor (36)
- Support for caregivers for the elderly
 - Child and Family Center (37)

Disease Prevention

In addition to primary prevention (the prevention of disease occurrence), the community health needs assessment also indicated health needs in secondary prevention (early detection for cure or early treatment). In addition, prevention programs include workplace wellness, elimination of health disparities, addressing health literacy, collaborating with local/community caregivers and hospitals, improving records sharing and data exchange, and improvements in referrals to community health and social service providers. Vanderbilt University Hospitals support several important programs that do and will increasingly address these needs, including the following programs.

38. **Partnering to Improve Diabetes Education (PRIDE), which provides training to health care providers** in ten State Health Department primary care safety net clinics in Middle Tennessee. The training focuses on helping patients overcome literacy and numeracy obstacles to diabetes control.
39. The Vanderbilt Diabetes Center provides the **Self-Management Education Program** to help newly diagnosed and long-term diabetics better manage their condition. The ADA recognized program is offered in Davidson and Williamson Counties.

40. **Nashville Mobile Market** brings fresh fruits and vegetable, lean meats and dairy products and non-perishable food items to "food desert" communities at an affordable price. The Market strives to decrease the incidence of chronic conditions such as obesity, diabetes, and hypertension by increasing access to and knowledge about healthy foods. Community residents purchase goods with credit card, cash, or SNAP benefits and receive recipes and cooking demonstrations. The Nashville Mobile Market serves Edgehill and East Nashville, with plans to expand.

41. Vanderbilt faculty and staff provide training in prevention and treatment of HIV infection to healthcare providers statewide through the **AIDS Education and Training Center**. Vanderbilt hosts an annual HIV symposium which attracts more than 100 healthcare providers.

42. The Vanderbilt Ingram Cancer Center (VICC) community outreach initiatives focus on educating the public and targeted communities on cancer prevention and early detection messages.
 - a. *Targeting Cancer in Men* program is a 45-minute engaging, educational presentation that covers information about reducing cancer in men. Facilitated by Vanderbilt-Ingram clinical and research experts in the areas of colon, lung, oral and prostate cancers, the program's goal is to raise awareness among Tennesseans about health screenings and lifestyle choices. Examples of collaborations include: United Auto Workers; Association of Alpha Men of Tennessee; Interdenominational Minister's Fellowship-Operation Andrew's Men's Health Symposium; Metropolitan Housing and Development Agency; NAACP state leaders; Alpha Phi Alpha and Omega Psi Phi fraternities; Fifty-Forward; Metro Park Community Centers; Clark Memorial United Methodist Church; Operation Andrew; Tennessee Cancer Coalition; and Gordon Jewish Community Center.
 - b. The *Cancer Queens initiative* is a live theatrical edutainment program designed to educate women ages 35 years and older about the healthy lifestyle habits that will help them reduce their risk of developing certain cancers as well as other serious health conditions such as heart disease, stroke and diabetes. From January 2011-March 2013 this program has reached approximately 3,000 people and delivered almost 20,000 individual cancer prevention and early detection messages
 - c. VICC, in collaboration with the Department of Otolaryngology, conducts annual oral screenings during *Oral, Head and Neck Cancer Awareness Week* in April. The screenings, which are free and open to the community, are offered at Vanderbilt and at the Nashville Veterans Administration Hospital. In addition to screening, educational materials about early detection, cancer education and support are provided. Approximately 125 people are screened each year.
 - d. VICC collaborates with the VUMC Office of Corporate Relations to provide employee health fairs for several large employers in the area. These health fairs are intended to provide the most current health education and health screenings to

- employees whose work schedules prevent them from visiting their primary health care provider. Education and materials on the following topics are offered: clinical trials, cancer prevention and risk reduction, smoking cessation, cancer screening and early detection, physical activity and healthy weight, talking with your health provider; resources and support available within the community.
- e. VICC works closely with *Fisk Radio Show* manager to provide expert speakers and key cancer prevention messages on the weekly radio show that reaches the African-American community.
 - f. *Nashville Latino Health Coalition*: VICC supports the Nashville Bilingual Health Guide financially and by providing key cancer prevention and awareness messaging and programming. VICC supports the radio show, *Progreso y Bienestar*, by providing expert speakers and key cancer prevention and awareness messaging.
 - g. *Sisters Network Nashville*: VICC and Sisters Network have strong collaborative programming as demonstrated at these annual programs: Sisters Network Survivorship Gala; Sisters Network First Ladies Brunch. VICC medical oncologists speak at both events about breast cancers that impact African-American population.
 - h. VICC sponsors runs/walks in collaboration with the Colon Cancer Alliance, Susan G. Komen for the Cure, American Cancer Society Relay for Life, Pancreatic Cancer Action Network, Leukemia and Lymphoma Society, Lungevity Foundation, Uniting Against Lung Cancer, Tennessee Cancer Coalition, CureSearch, Melanoma Research Foundation, and Gilda's Club Nashville.
 - i. VICC's **Office of Patient and Community Education (OPACE)** provides cancer patient education, advocacy, community outreach and cancer wellness activities to empower health care consumers to make informed decisions along the cancer care continuum through advocacy, education and outreach initiatives.
43. Community physicians have direct access to their patients' records through a robust informatics system (StarPanel) that Vanderbilt has developed to ensure and support continuity of care.
44. Vanderbilt Institute for Global Health (VIGH) is active in addressing the **health needs of refugees and immigrants**, including the completion of a needs assessments of refugee groups (Karenni Burmese, Congolese, Bhutanese), and a collaboration to address the oral health needs of refugees in Nashville. Partners include the Metro Public Health Department, Interfaith Dental Clinic, Meharry Medical College, Catholic Charities of Tennessee, World Relief Nashville, and the Nashville International Center for Empowerment.
45. Vanderbilt's award winning **Go for the Gold program** is a comprehensive health promotion program designed to help faculty and staff and their families lead healthier and

more productive lives by identifying health risks and taking action to reduce those risks. A wellness credit is available to faculty and staff paying for Vanderbilt Health Plan benefits. As one of the largest employers in our area, this program touches many individuals who also receive their care with us.

46. Vanderbilt hosts and sponsors the **Annual Nashville Heart Walk**, a 5K and 1 mile run/walk which raises awareness about heart disease and stroke and raises funds for the American Heart Association.
47. The Vanderbilt **Institute for Obesity & Metabolism** provides leadership for the Tennessee Obesity Taskforce and helped develop "Eat Well, Play More Tennessee" which is Tennessee's statewide nutrition and physical activity plan to reduce obesity and chronic disease in Tennessee by 2015. The program's vision is to create an environment in which every Tennessean has the ability to make healthy lifestyle choices regarding nutrition and physical activity
48. The **Nashville Collaborative** is a partnership between the Department of Pediatrics and Children's Hospital with Metro Nashville Parks and Recreation to develop and test programs for reducing pediatric obesity in Davidson County. The Collaborative provides screening and educational activities in the community including health fairs and teaching kitchens.
49. **Vanderbilt Children's Health Improvement and Prevention (VCHIP)** efforts to improve the school food environment include **CHAMP's Gardens**: (*Changing Habits Academically, Mentally, and Physically with Gardens*) to address childhood obesity by building school environments that support healthy eating and active living for students, their families, school faculty and staff, and the surrounding community. Project elements include domains of academics, social and emotional learning and physical activity and nutrition education.
50. VCHIP assists with **Metro Nashville Public School efforts** to improve the health of its students by providing leadership to Alignment Nashville's Healthy Eating Active Living Committee and an Operating Board and its Children's Health Executive Oversight Committee, which also serves as the School Health Advisory Council.
51. **Veggie Project**: Children's Hospital and community-based youth organizations work together to improve the health and wellness of local families through the "Veggie Project." During the summer months, the Project supports "farmers markets" in "food desert" communities where fresh fruits and vegetables are not readily available. The Veggie Project aims to address issues of childhood obesity, poor nutrition and food insecurity in underserved neighborhoods of Nashville and surrounding areas. Youth from participating organizations are responsible for managing the markets including

determining the volume of produce available at each market and setting prices for the fruits and vegetables. All food that comes into the community through the Project stays in the community: any leftover produce from the Veggie Markets is donated to local organizations and agencies such as homeless shelters, drug rehabilitation centers, and senior homes.

52. **Communities and Students Together for Learning-Enhanced Service (CASTLES)** works with after school programs and community centers to reduce childhood obesity with student led physical activity and health eating interventions and family teaching kitchens.
53. In collaboration with the Nashville Farmers Market, Vanderbilt Children's Hospital and Health Plus offers a weekly on-campus **farmer's market** featuring local farmers throughout the growing season (May-October).
54. **Weight Management Clinic Patients' Training Program for Nashville Kids Triathlon.** This is an 8-week training program conducted by VCHIP and Dayani Center staff that provides access to training facilities, covers the mechanics of competing in a triathlon, and provides training and nutrition tips under pediatrician monitoring.
55. **Vanderbilt's Online Guide to School Health** is an interactive online guide designed to teach, guide and share best practices with school administrators, teachers and staff, community members and families in designing and implementing a coordinated school health (CSH) program in their schools. This is in support of Tennessee law which mandates CSH in all schools.
56. VCHIP plans to develop **The Community's Online Guide to Child Health** within the three years of this Community Health Needs Assessment implementation plan. This guide will include community resources that community pediatricians and family practice physicians can share with their patients and families to address childhood obesity and other health related issues.
57. **We Care for Kids Day** is a fun community event sponsored by Children's Hospital. Multiple hospital departments along with community organizations providing interactive, fun activities that focus on education, nutrition, safety and exercise.
58. **CHAMP Board** provides tools to supplement anticipatory guidance given by community pediatrician or family practice physicians. More than 130 community practices and clinic in 42 Middle Tennessee counties receive Champ Board materials 3-4 times per year.
59. **Office of Inclusion and Health Equity** was established at Children's Hospital to promote inclusion and equity for all children and families who receive care at Children's Hospital and Clinics. The goal is to ensure that faculty, staff, and learners receive

appropriate education and training to deliver effective, high quality health care in a culturally sensitive manner.

60. **The Children’s Hospital since 2010 has collaborated with the State Attorney General’s office** to provide round-table discussions and training workshops for law enforcement and health care professionals addressing health, sheltering and intervention strategies for female trafficking victims.
61. **Vanderbilt has conducted Domestic Violence and Sexual Assault Annual training** for General Sessions and Trial Judges since 2009 to ensure that they understand issues related to violence against women.
62. **Maternal and Infant Health Outreach Workers (MIHOW)** is a partnership between Vanderbilt University Center for Health Services (CHS) and community-based organizations. MIHOW home visitors are drawn from the local community and are charged with listening to parents’ concerns; educating them about nutrition, health, and children’s development; modeling positive parenting practices; and providing links to medical and social services. Implementation support is provided by CHS and MIHOW Regional Consultants. VCHIP of Children’s Hospital is the regional consultant for Davidson County and surrounding Middle Tennessee.
63. **Nurses for Newborns** is partially funded by Children’s Hospital. This community organization exists to provide a safety net for families most at-risk in order to prevent infant mortality, child abuse and neglect by providing in-home nursing visits which promote health care, education, and positive parenting skills.
64. **Community Pediatrician and Family Practice Office Preparedness:** The goal of this program is to train both providers and office personnel to respond to in-office emergencies, familiarizing themselves with equipment and supplies not frequently utilized, and stabilize the patient until local EMS arrives. This program ensures that every member of the office team knows his or her role during an office emergency. This experience includes hands-on simulation training and is provided to 2-3 community practices across Middle Tennessee per month.
65. **Comprehensive Regional Pediatric Center (CRPC)** serves as one of four CRPCs in the State of Tennessee. As such, the Children’s Hospital team is responsible for modeling safety and injury prevention practices for regional hospitals and emergency medical services (EMS) agencies throughout the state. As a CRPC, Children’s Hospital has educational agreements with approximately 48 community hospitals and 68 EMS agencies to provide pediatric education and injury prevention. We also share our injury prevention programs with other CRPC hospitals, adult trauma centers, and the Tennessee Department of Health Injury Prevention Task Force. The program sponsored by

Children’s Hospital benefits not only our own patients and families but also impacts the safety and health of children across the state.

66. **Tennessee Initiative for Perinatal Quality Care (TIPQC)**. Children’s Hospital supports this statewide effort, which seeks to improve health outcomes for mothers and infants in Tennessee by engaging key stakeholders in a perinatal quality collaborative that will identify opportunities to optimize birth outcomes and implement data-driven provider- and community-based performance improvement initiatives.
67. Children’s Hospital has multiple activities to help parents and caregivers improve the health and safety of their children. These include **Health Literacy Initiatives** aimed at families, including Jo’s Reach Out and Read Book Club (JROR) which distributes 4,000 books to patients each year; VCHIP Family Literacy, which give parents tools to improve language and literacy development in their preschool children; Smart Starts, which provides safety, wellness and health literacy education for preschool age children; and a partnership with the Nashville Public Library to develop a program for early learning, parental literacy, and parental advocacy for children in the school system.
68. **Programs to prevent unintentional injury in children include:**
- a. VCHIP Child Passenger Safety
 - i. Trained car seat technicians are on site at the hospital fitting station by appointment or at community events open to the public to ensure that the child restraint is appropriate for the child.
 - b. Special Needs Transportation Center
 - ii. Child Passenger safety program designed for children with special health care needs and disabilities. The only one in Tennessee, this program is staff by CPST trained in fitting and installation of specially designed child safety seats for children with special needs.
 - c. Be In The Zone – teen driver safety program. Turn off Your Phone is a Teen Motor Vehicle Safety School-Based Program that encourages teenagers to take the lessons they learned in the hospital and translate it into a year-long anti-texting campaign in their own school. Groups of high school students from Dickson, Wilson and Robertson counties have participated.
 - d. Baby and Boo Boos Health and Safety Center (name pending) is a collaborative retail and educational program located in the Children’s Hospital that promotes breastfeeding, safety and other health and wellness low-cost products and corresponding education.
 - e. Seasonal Safety Awareness Campaigns (*Be Pool Cool and Water Wise, Safe Sleep*)
 - f. Sports Injury Program is designed for coaches and parents. This 2-hour education session addresses sports-related risks to children including heat illness, overuse,

concussion, protective equipment, exercise-induced asthma, an emergency action plan and environment of play.

- g. Concussion Education is provided to school and recreation league youth coaches, parents and others in support of legislation passed by Tennessee General Assembly in 2013.
- h. Refugee Safety Program is a 9-part series customized for specific populations. So far, we have designed series for Burmese and Somalis refugees.
- i. Children’s Hospital leads the local Safe Kids affiliate, Safe Kids Cumberland Valley, which is brings local government, community and business leaders together to reduce unintentional injury to children 14 and under.

69. **Tennessee Emerging Infections Program**, a collaboration of the Vanderbilt Department of Preventive Medicine, the Tennessee Department of Health and the U.S. Centers for Disease Control and Prevention, assesses the public health impact of emerging infections and to evaluate methods for their prevention and control. The program’s core activity is active surveillance of laboratory-confirmed cases of reportable pathogens. Laboratory directors and staff, physicians, nurses, infection control practitioners and medical records personnel are key participants in EIP. Components include investigation of foodborne infections (FoodNet), invasive bacterial infections (ABCs), and the Human Papillomavirus (HPV Impact Project).

70. **The Dayani Center** offers **smoking cessation classes** in either a group or individual format. The group sessions meet at the Vanderbilt Dayani Center in the early evening for one hour weekly for eight weeks. Individual sessions offer more flexibility and can be scheduled anytime. Educational topics include awareness of tobacco use, preparation to quit and quitting, and following up to prevent relapse.

71. The **Vanderbilt Addiction Center** provides prevention and treatment programs for alcohol and/or other drug use. As part of this center, the Vanderbilt Institute for the Treatment of Addiction Program offers a variety of services designed to help people start or resume a life of recovery from addiction to alcohol or other drugs. Services include inpatient detoxification and an intensive outpatient program that includes group therapy, education about addiction and recovery, relapse prevention, medical supervision and dual diagnosis management.

72. The **Vanderbilt Center for Professional Health** provides education and training to physicians and other healthcare professionals in various areas, including substance abuse and proper prescribing of controlled drugs. Treatment programs reach providers throughout the community, region, state and nation.

73. The **Vanderbilt Tuberculosis Center** provides physician consultation at the Tuberculosis clinic and the weekly case conference at the Lentz Public Health Center,

managed by the Health Department of the Metro Government of Nashville and Davidson County. Consultation is provided for difficult cases, including patients co-infected with HIV and tuberculosis and patients with drug resistant TB, drug intolerance or difficult diagnoses. Center faculty also provide consultation with community physicians to assist with diagnosis and treatment of patients with suspected or confirmed tuberculosis.

74. The Vanderbilt **Dental and Oral Surgery Clinic** provides general dental and oral surgical care, including among those under- and uninsured, for patients with significant medical or surgical diseases for which dental or oral surgical care is an important component to the overall therapeutic program, including head and neck radiation therapy, multiple myeloma, organ transplantation, and heart valve replacement.
75. Vanderbilt oral surgery faculty and residents provide oral surgical services free of charge weekly at the **Nashville Interfaith Dental Clinic**, a comprehensive dental service for middle Tennessee's indigent workers.
76. The Vanderbilt Psychiatric Hospital is planning a series of **Anti-Bullying Workshops** in area schools. Outreach activities will target parent and families through schools to provide information on a variety of mental health topics, including bullying, childhood anxiety, substance abuse and ADHD.
77. **Play Nicely** is a 40-minute multimedia program offered by the Children's Hospital that teaches parents and caregivers how to manage aggression in young children.
78. Activities to **prevent childhood abuse and neglect** include VCHIP's close collaboration with the Tennessee Child Advocacy Centers and the Nashville Children's Alliance.
79. Vanderbilt Dayani Center's **Corporate Wellness Program** works with local companies to promote employee health with a complete range of corporate wellness programs and services.
80. **Flupalooza** is an annual event that provides free flu vaccines to all Vanderbilt employees and students.
81. Vanderbilt provides support for **Senior Care Community Activities**, including 50 Forward and the Council on Aging of Greater Nashville.
82. The **Coalition for Healthy Aging Companionship Outreach Program** provides weekly phone calls to homebound seniors and social activities at senior independent and assisted living facilities.

83. The **Meharry-Vanderbilt Alliance** is supported by Vanderbilt University Medical Center and Meharry Medical College to develop and implement education and research programs to eliminate health disparities and improve the delivery and outcomes of care to disadvantaged urban and rural populations.
84. Vanderbilt Psychiatric Hospital **School-Based Therapy Program** provides treatment services for alcoholism and drug abuse and risky sexual behavior. The program currently serves 15 middle schools and 6 high schools within the Metropolitan Nashville Public School system.
85. The Children’s Hospital and VCHIP work collaboratively with community based organizations to **prevent child abuse and neglect**. These activities include awareness campaigns (“One with Courage” in collaboration with Tennessee Child Advocacy Centers and April is Child Abuse Awareness Month); the hospital’s child abuse and neglect team provides medical consultation to the Our Kids Clinic.

Specific Health Needs within Disease Prevention

Within the overall theme of disease prevention as an important community health need, the community health needs assessment identified specific areas of concern. Each of these is addressed below, referencing the programs listed in the previous section that will address each of these needs.

- Reduce adult obesity
 - Nashville Mobile Market (40)
 - Go for the Gold (45)
 - Institute for Obesity & Metabolism (47)
 - Nashville Collaborative (48)

- Reduce childhood obesity
 - Nashville Collaborative (48)
 - Online Guide to School Health (55)
 - Community’s Online Guide to Child Health (56)
 - CHAMPS Gardens (49)
 - CASTLES (52)
 - VCHIP-MNPS collaboration for healthy schools (50)

- Increase physical activity
 - Weight Management Clinic Training Program for Nashville Kids Triathlon (54)
 - Online Guide to School Health (56)
 - We Care for Kids Day (57)
 - CASTLES (52)
 - Annual AHA Heart Walk (46)

- Increase fruit and vegetable consumption
 - Nashville Mobile Market (40)
 - CHAMPS Gardens (49)
 - Veggie Project (51)
 - Vanderbilt Farmers Market (53)

- Reduce incidence of diabetes, especially among Blacks
 - Partnering to Improve Diabetes Education (38)
 - Diabetes Center Self-Management Education Program (39)

- Improve pregnancy outcomes (pre-term birth, low birth weight) among blacks
 - MIHOW (62)
 - Nurses for Newborns (63)
 - TIPQC (66)

- Reduce infant mortality among Blacks
 - Children’s NICUs in Montgomery, Maury and Jackson Counties (9)
 - Regional Perinatal Center (25)
 - MIHOW (62)
 - Nurses for Newborns (63)
 - TIPQC (66)

- Reduce HIV incidence, especially among Blacks
 - Tennessee AIDS Education and Training Center (34)

- Reduce the incidence of STDs (chlamydia & gonorrhea) in Davidson and Montgomery
 - Tennessee Emerging Infections Program (69)

- Reduce child injury
 - Child Passenger Safety (68a)
 - Community Pediatrician and Family Practice Office Preparedness (64)
 - Comprehensive Regional Pediatric Center (65)
 - Special Needs Transportation Center (68b)
 - Be In The Zone teen driver safety program (68c)
 - Baby and Boo Boos Health and Safety Center (68d)
 - Seasonal Safety Awareness Campaigns (68e)
 - Sports Injury Program (68f)
 - Concussion Education (68g)
 - Refugee Safety Program (68h)
 - Safe Kids Coalition Cumberland Valley (68i)

- Annual influenza vaccination
 - Flulapalooza (80)
 - MyHealth Team (22)

- Pneumococcal Vaccine
 - MyHealth Team (22)

- Workplace wellness programs
 - VICC, VUMC Corporate Relations Employee Health Fairs (42d)
 - Go for the Gold (45)
 - Corporate Wellness Program (79)

- Social isolation of elderly adults
 - Support of community based Senior Care Community Activities (81)
 - Coalition for Healthy Aging Companion Outreach Program (82)

- Tuberculosis in Davidson County
 - Vanderbilt Tuberculosis Center (73)

- Awareness, prevention of anxiety disorders
 - MyHealth Team (22)

- Suicide prevention, especially in Rutherford County
 - Relationships with Mental Health Advocacy Organizations (32)

- Prescription drug (opioid) abuse
 - Center for Professional Health (72)
 - Vanderbilt Addiction Center (71)

- Adolescent/teen alcohol and drug use
 - School-Based Therapy Program (84)

- Adolescent/teen risky sexual activity
 - School-Based Therapy Program (84)

- Bullying
 - Anti-Bullying Workshops (76)
 - Play Nicely (77)

- Dental Care
 - Dental and Oral Surgery Clinic (74)
 - Community Dental Clinic (75)

- Reduce health disparities
 - VICC Office of Patient and Community Education (43i)
 - VICC collaboration with Sisters Network (43g)
 - Meharry-Vanderbilt Alliance (83)

- Parenting Skills
 - Jo's Reach Out and Read Book Club 67)

- VCHIP Family Literacy (67)
- Smart Starts (67)
- Nashville Public Library partnership for parental literacy (67)
- Refugee Safety program (68h)

- Child Abuse and Neglect Prevention
 - VCHIP awareness campaigns (85)
 - Our Kids Center medical consultation (85)

- Tobacco use
 - VCCC Smoking Cessation and Prevention Workshops (73)
 - Dayani Center (70)