



Community Health Needs Assessment

February 2023

Implementation Plan

Conway Medical Center

Implementation Plan

Conway Medical Center will engage key community partners in implementing evidence-based strategies across the service area. Acknowledging the many organizations and resources in place to address the health needs of our communities, Conway Medical Center has strategically integrated both internal and external resources. The Implementation Plan will explain how Conway will address health needs identified in the CHNA through existing programs and services and implementing new strategies. An assessment of the 2019 Implementation Plan has been performed to understand completion status of identified strategies and prior work performed in consistent health needs. In addition, Conway will articulate reasons why it feels it is unable to properly address any community health needs identified in the CHNA, and, if applicable, how Conway will support other organizations in doing so.

Health Priorities

As outlined in the CHNA report, the following section outlines the needs Conway Medical Center has chosen to address. It will also describe why we chose to address this need, how we will address the need, who the responsible party will be, and any goals that will be set forth from the beginning, as well as timeframe for achieving those goals.

Prioritization was developed Conway community health leadership and presented to the board for approval. Criteria included importance to the service area, relevance of the health issues to the population served, and the ability of Conway to effectively impact and improve the identified health need.

The following five categories were identified as community health priorities in the county by Conway. Issues in these categories were brought up numerous times and serve as a framework for each facility's implementation strategies.

#1. Mental / Behavioral Health – CMC has identified a need to increase access to mental health resources, treatment, and prevention for members of the Horry County. The demand for mental health treatment is not currently being met and the breadth of providers to treat these conditions is limited. This community need has been highlighted and aggravated in COVID-19 pandemic and key exacerbating factors include social isolation, anxiety, depression, and other contributing issues.

#2. Financial Barriers / Insurance - Financial barriers and insurance play a major role in Horry County resident's ability to access healthcare. Although medical services may be available throughout the county, high unemployment, lower incomes, and a lack of insurance may prohibit people from accessing or using these resources. People who have a low or fixed income are more vulnerable to competing financial priorities. These barriers must be addressed as county and hospital resources are expended to meet the community need.

#3. Access to Healthcare – Providing better access points to healthcare in this community is vital to enhancing the quality of life for Horry County citizens. The resources that the community and Conway Medical Center provide can have a significant impact on population health outcomes. If more resources are available in the community, the social and physical environments within the community will help to promote good health for all. For Horry County, the promotion of health education, increased provider access, and insurance literacy will help to improve the overall health of the community.

#4. Chronic Disease – Chronic disease is a prioritized health need because its prevalence is prominent in the Horry County community. The poor physical health practices and multiple comorbidities have likely accelerated the development of certain illnesses. Chronic conditions impacting this population include obesity, high blood pressure, diabetes, depression, heart disease, and cancer. Limited access to healthy food, poor lifestyle choices, mental health, and lack of exercise all contribute to the ongoing community health issues seen. CMC seeks to align initiatives around Chronic Disease with the community health priorities identified by the state of South Carolina to maximize impact and align resources.

#5. Health Education – Health education and literacy focuses on poor health prevention and disease management through increasing awareness and behavior modification. Health literacy influences how people receive, interpret, or act on health information. Promoting health education and providing health literacy opportunities will contribute to building a more health literate community that is able to successfully find and access care, prevent certain health conditions, make informed decisions, and effectively manage the health issues that arise.

Each of the community health needs identified above are interconnected. For instance, the lack of proper health education could impact access to health care services affecting the timeliness of preventive care or screenings necessary to properly diagnose and treat current and emerging diseases.

This Implementation Plan will be executed in collaboration with community partners and health issue experts over the next three years. The following key elements were used to develop Conway’s implementation strategies:

- Identify what other local organization are doing to address the health priority
- Develop support and participation for these approaches to address the health need
- Develop specific and measurable goals so that the effectiveness of these approaches can be measured
- Develop detailed work plans
- Communicate with the assessment team and ensure appropriate coordination with other efforts currently underway to address the issue

CMC Administrators filled out the following table for each priority area listed above.

Conway Medical Center 2022 CHNA Strategies, Action Steps & Evaluation Impact				
Health Need:				
Objective:	What do you want to accomplish?			
Strategy 1:				
Action Step	Accountability	Timeline	Desired Outcome	Status
1.				
2.				
3.				
Strategy 2:				
Action Step	Accountability	Timeline	Desired Outcome	Status
1.				
2.				
3.				
Strategy 3:				
Action Step	Accountability	Timeline	Desired Outcome	Status
1.				
2.				
3.				
Strategy 4:				
Action Step	Accountability	Timeline	Desired Outcome	Status
1.				
2.				
3.				
Strategy 5:				
Action Step	Accountability	Timeline	Desired Outcome	Status
1.				
2.				
3.				

Implementation Strategies

#1. **Mental / Behavioral Health** – Implementation Strategy

CMC acknowledges the need for increased mental health resources and treatment. CMC does not currently offer mental health services outside of acute emergent treatment and will not be addressing this community health need in the implementation plan. CMC will explore opportunities for investment and partnerships to meet this need in the future.

#2 Financial Barriers / Insurance – Implementation Strategy

Conway Medical Center 2022 CHNA Strategies, Action Steps & Evaluation Impact				
Health Need: Financial Barriers / Insurance				
Objective:	Address the financial barriers and lack of insurance, which play a major role in Horry County resident’s ability to access healthcare. Although medical services may be available throughout the county, high unemployment, lower incomes, and a lack of insurance may prohibit people from accessing or using these resources. People who have a low or fixed income are more vulnerable to competing financial priorities. These barriers must be addressed as county and hospital resources are expended to meet the community need.			
Strategy 1: Increase Foundation donations to expand community outreach abilities.				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Increase CMC employee donors via "Foundation Fridays"	Foundation	Year	Increase employee donations, by allowing qualifying donors who donate at least \$95 annually, in positions where attire is not restricted, to wear jeans on Fridays.	
2. Grow annual events: including Tree Auction, Golf Classic, Tennis Classic, Lights of Love, and PINK events	Foundation	Ongoing	Host successful events that generate increased visibility and donations to Foundation.	
3. Promote Annual Giving Campaign	Foundation	Ongoing	Promote Annual Giving Campaign as premier time for employees to donate any amount from their paycheck back to the Foundation to support various initiatives, programs and endowments.	
Strategy 2: Collaborate with community colleges and universities to develop and expand programs focused on skills training and development to increase access to family-sustaining careers.				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Maintain long standing agreements with numerous higher education institutions to host clinical rotations in a multitude of healthcare fields.	Leadership	Ongoing	Host clinical rotations and internships with colleges in the Carolinas. Also, maintain family medicine education through affiliation with Campbell University’s Jerry M. Wallace School of Osteopathic Medicine. Educate the next generation of physicians and help to train students who exemplify the	

			Campbell Mission of serving rural and underserved communities in the southeastern United States.	
2. Open Conway Medical Center College of Health and Human Performance at Coastal Carolina University	Leadership	Year	The college will produce a pool of career-ready individuals who can have an immediate positive impact on our patients and community. CMC will have a formal, ongoing role in helping to develop academic programs that meet the needs of our community.	
3. Provide support and/or resources for the Horry County Schools Scholars Academy.	Leadership	Ongoing	Increase access to Science, Technology, Engineering, Arts, and Mathematics (STEAM) education for youth.	
4. Allocate Foundation funding to provide scholarships to employees, to advance medical careers.	Foundation	Ongoing	Expand scholarship program awarding funds to CMC employees and recruits pursuing higher education in a healthcare course of study.	

Strategy 3: Provide education and information about public assistance and CMC pricing.

Action Step	Accountability	Timeline	Desired Outcome	Status
1. Maintain Pricing Transparency and Cost Estimator on CMC website.	Marketing/Patient Accounting	Ongoing	Provide transparency and expectations related to healthcare costs at CMC. Help patients better understand potential out-of-pocket costs for healthcare services.	
2. Provide link on CMC website to resources that provide information and assistance regarding Medicaid and other public programs.	Marketing	Year	Provide information to help link CMC patients to existing public programs resources that can assist low-income patients pay for medical bills and prescription drugs.	
3. Secure grant funding related to financial aspects of serious illness care.	Foundation	Year	Use funding to provide a social worker and financial counselor to provide education to patients about their care plan and additional resources available to them to address their overall health and wellbeing.	

Strategy 4: Partner with local community-based organizations who provide healthcare services to low-income and uninsured patients.

Action Step	Accountability	Timeline	Desired Outcome	Status
1. Provide overhead support for Friendship Medical Clinic, South Carolina's oldest free medical clinic.	Foundation	Ongoing	CMC Foundation to help offset costs of rent, utility bills and hospital services that Friendship Medical Clinic uses.	
2. Continue to work with AccessHealth Horry to expand a community network of care for the low-income, uninsured in Horry County.	Foundation	Ongoing	Secure grant to support AccessHealth Horry, which links uninsured/ underinsured patients in the community to medical providers, medical services, and affordable prescription medication.	
3. Partner with Best Chance Network - South Carolina's Breast and Cervical Cancer Early Detection Program	Foundation/ Mobile Mammography	Ongoing	Refer applicable patients to Best Chance Network, which provides breast and cervical cancer screening at no cost for South Carolina women who qualify.	

Strategy 5: Provide free healthcare services

Action Step	Accountability	Timeline	Desired Outcome	Status
1. Colon Cancer Screening Initiative	HealthReach	Year	The Colon Cancer Screening Initiative will pay for a screening colonoscopy for those who are uninsured and meet the guidelines of needing a colonoscopy. All referrals for the program will go through Friendship Clinic.	
2. Secure grants to provide mobile mammogram screenings to uninsured or underinsured patients free of charge.	Foundation	Ongoing	Assist women in the Conway Medical Center service area who cannot financially obtain necessary health screenings such as mammograms and other clinical breast examinations and services.	
3. Secure grants that will help provide funding to our HealthReach van and team that provide services throughout the community reaching patients in their own communities	Foundation	Ongoing	Most individuals screened through the HealthReach program have no medical insurance and no family physician. Their medical care is obtained in the hospital emergency room. Through these screenings, identify medical problems and educate them on	

who would otherwise have limited access to screenings, vaccinations, and health education due to transportation or insurance issues.			proper treatment to remain healthy and active.	
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#3 Access to Healthcare – Implementation Strategy

Conway Medical Center 2022 CHNA Strategies, Action Steps & Evaluation Impact				
Health Need: Access to Healthcare				
Objective:	Provide better access points to healthcare in this community, to enhance the quality of life for Horry County citizens. The resources that the community and Conway Medical Center provide can have a significant impact on population health outcomes. If more resources are available in the community, the social and physical environments within the community will help to promote good health for all. For Horry County, the promotion of health education, increased provider access, and insurance literacy will help to improve the overall health of the community.			
Strategy 1: Explore options to supplement the PCP shortage through telemedicine.				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Continue to build out a comprehensive telemedicine strategy	Leadership/PNS	Ongoing	Provide convenient PCP care to patients with transportation issues or other barriers to access healthcare	Implementation of Amwell Telehealth for scheduled PNS appointments occurred Jan 2021. Solution imbedded into patient portal. Telehealth footprint will be expanding with implementation of Amwell Urgent Care model.
2. Educate the community on any newly implemented telemedicine options	Marketing	Ongoing	Encourage the usage of telemedicine options to ensure patients are taking advantage of the opportunity for regular follow ups with physicians.	

3. Secure telehealth grant through the Duke Endowment.	Foundation	Ongoing	Focus funds on providing rural, low-income patients with chronic diseases access to provider/specialty services via telehealth.	
Strategy 2: Promote the usage of transportation resources to increase access to healthcare.				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Publish information on website for patients and community members on the various forms of transportation available.	Marketing	Ongoing	Provide links and contact information to help patients find transportation to PCPs and other hospital resources.	
2. Fund transportation options for the underserved.	Foundation	Ongoing	Provide funding to facilitate transportation to CMC healthcare facilities for low-income patients.	
3. Coordinate transportation for patients without other means of transportation.	Case Management	Ongoing	Arrange transportation for low-income patients via taxi services, vouchers, rural transportation bus tickets, Greyhound Bus tickets for long distance transportation and nonemergent medical transportation.	
Strategy 3: Increase the number of providers in our underserved community.				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Do demographic research for different zip codes and evaluate areas for additional practice opportunities	Leadership/PNS	Ongoing	Identify areas in need of potential practice support.	
2. Complete a provider needs assessment and continue recruiting efforts	Leadership/PNS	Ongoing	Understand community capacity and identify appropriate gaps in the provider landscape.	
3. Expand new service lines to provide increased access to specialty	Leadership/PNS	Ongoing	Provide access to specialties such as Dermatology, Orthopedics, Rheumatology, Pain	

providers in Horry County.			Management, Cancer Care, Interventional Cardiology, Weight Loss, Infection Diseases, Otolaryngology.	
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Strategy 4: Bring more health and social services directly to underserved communities through health clinics in schools or mobile medical clinics.

Action Step	Accountability	Timeline	Desired Outcome	Status
1. Continue operation of mobile mammography van, ensuring adequate coverage of screening sites and days/times offered	Foundation/Mobile Mammography	Ongoing	Provide free mammograms for individuals ages 40-47 who are uninsured and do not qualify for government assistance.	
2. Provide sports physicals at Carolina Forest High School, and potentially expand to additional Horry County schools. Provide sports physicals to student-athletes at Coastal Carolina University.	PNS	Ongoing	Provide onsite physicals at local schools/universities to ensure that each student-athlete is healthy and physically fit to participate safely in his or her chosen sport.	
3. Optimize electronic health record (EHR) integration for Outreach van and other mobile clinics, where possible.	Information Technology	Ongoing	Facilitate seamless patient care for patients without transportation to a CMC facility via EHR accessibility for mobile clinic/van CMC staff.	

Strategy 5: Expand physical footprint of CMC.

Action Step	Accountability	Timeline	Desired Outcome	Status
1. Open/expand clinic locations offered within CMC network.	Leadership	Year	Open/expand offices, including Health Plaza South, West Conway, and Del Webb locations.	
2. Go live with Embrace Home Hospice	Leadership	Year	Provide hospice care in the comfort of the patient's own home	

3. Move forward with planning for new hospital at Carolina Forest.	Leadership	Ongoing	Shift 50 underutilized beds from CMC's main Conway campus to the proposed Carolina Forest hospital. The hospital's services to include emergency care, labor and delivery, cancer care, surgery and imaging.	
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#4 Chronic Disease – Implementation Strategy

Conway Medical Center 2022 CHNA Strategies, Action Steps & Evaluation Impact				
Health Need: Chronic Disease				
Objective:	Take actions to promote healthy lifestyles and environments that prevent chronic conditions.			
Strategy 1: Increase Medicaid Annual Wellness Visits (AWV) for eligible patients				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Identify method notify clinics of patients with overdue AWV.	Information Technology/PN S/Payer Strategy	Year	Identify patients who are due for AWVs, to provide physicians another opportunity to assess and report risk-adjusted diagnoses for Medicare beneficiaries.	
2. Enable automated reminders to patients who are due for AWV.	Information Technology/ Marketing	Year	Provide notification to increase AWV compliance.	
3. Publish information about medical benefits of AWV via marketing campaign.	Marketing	Year	Publish Facebook post(s) and/or website article, highlighting the importance of AWV.	
Strategy 2: Host seminars to help manage chronic disease.				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Host "Freedom from Smoking" classes	Foundation	Ongoing	Feature a step-by-step plan, with each session designed to help gain control over smoking behavior. Because no single quit smoking plan is right for everyone, present a variety of evidence-based techniques to combine with participant's own plan to quit.	

2. CMC Diabetes Self-Management Training	Foundation	Ongoing	Offer diabetes education as individual or group classes upon physician order. This program will teach self-management skills so that patients can make their own healthy decisions and prevent complications from diabetes.	
3. Host Online Weight Loss Surgery Seminars	PNS	Ongoing	Offer seminar to learn about CMC's comprehensive weight loss surgery program, as well as other non-surgical weight loss options, to help patients lose dangerous pounds and maintain a healthy weight.	

Strategy 3: Lead Horry County Health Coalition.

Action Step	Accountability	Timeline	Desired Outcome	Status
1. Secure grant through the Duke Endowment that will facilitate CMC to lead "Healthy People, Healthy Carolinas" initiative	Foundation	Year	CMC to lead a health coalition in Horry County focusing on working with numerous community partners to identify ways to improve the health of the community by reducing barriers to care and improving access to services.	
2. Organize meetings and take lead role in ensuring coalition is well-organized and effective.	Leadership	Ongoing	Organize events and communication to promote behavior changes that address chronic issues such as unhealthy weight, heart disease, and diabetes by increasing physical activity and improving nutrition. Involve leaders from a wide array of community organizations in developing plans to engage Horry County community members in improving their health.	
3. Support and implement strategies generated from Coalition, including strategies to reduce hypertension as part of the South Carolina	Leadership	Ongoing	Lead learning collaborative, share information and develop best practices for organizing, planning, and implementing evidence-based programs known to improve health.	

Quality Achievement Program.				
Strategy 4: Expand primary care locations to support prevention of chronic disease.				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. West Conway Location	Leadership	Year	Open location, to include primary care provider(s) as well as additional specialty services to address chronic disease prevention.	
2. CCU clinic for employees and dependents	Leadership	Year	Open an on-campus clinic serving CCU faculty, staff, and their dependents. While this clinic will focus on the CCU population, there is the possibility of expanding that access to include Horry-Georgetown Technical College. This is an opportunity to serve this community of patients in a convenient location that meets their needs and provides opportunity for chronic disease prevention.	
3. Del Webb location	Leadership	FY2024	Open new location that will provide primary care and chronic disease prevention to residents of the Grand Dunes area.	
Strategy 5: Raise awareness regarding chronic disease prevention.				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Host annual Tennis Tournament to raise awareness and funding to support CMC Cancer Initiatives.	Foundation	Ongoing	Use 100% of the proceeds from the classic to support the Foundation's Cancer Care initiatives. Efforts will provide lifesaving cancer screenings to the under-served in our community while also assisting those in the midst of their cancer battles.	
2. Keep CMC website updated with healthy eating recipes and exercise plans.	Marketing	Ongoing	Provide resources to assist community members to consume nutritious meals, which is an important aspect of	

			living healthier and preventing chronic disease.	
3. Continue/expand Smart Snacks Program, to help combat the problem of inadequate nutrition for Horry County's school age population.	Foundation	Ongoing	Elementary aged children in need at Waccamaw Elementary, Homewood Elementary, Midland Elementary, and Conway Elementary to receive nutritious snacks every weekend during the school year.	

#5. Health Education – Implementation Strategy

Conway Medical Center 2022 CHNA Strategies, Action Steps & Evaluation Impact				
Health Need: Health Education				
Objective:	Create a more knowledgeable community that is able to successfully find and access care, prevent certain health conditions, make informed decisions, and effectively manage the health issues that arise.			
Strategy 1: Partner with local and regional organizations and government agencies to improve health education.				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Increase networking and collaboration among corporate partners, community organizations and health system partners to improve resource sharing and coordination of services.	Leadership	Ongoing	Leverage corporate partners to improve health education in Horry County.	
2. Provide education via HealthReach to Horry Georgetown Technical College and local schools.	Foundation	Ongoing	Provide health education during HealthReach patient visits, to empower patients with knowledge to better manage their health.	
3. Partner with CCU on potential opportunities within orthopedic and physical therapy service lines, to support and educate student-athletes	PNS	Ongoing	Provide injury prevention and other related health education to student-athletes.	

Strategy 2: Identify, educate, and provide supportive resources to community members				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Provide funding for the promotion and education for diabetes, including diabetes support group.	Foundation	Ongoing	Provide diabetes education that includes individual assessment and one-on-one consultation with our diabetic nurse educator, group classes taught by a diabetes nurse educator, medical nutrition therapy and monthly diabetes support group.	
2. PNS providers to provide diabetes education and implement care plans in conjunction with its PCMH approach to expand upon with support provided to patients with diabetes by utilizing available and expandable resources within CMC and the community.	PNS	Ongoing	Improved knowledge and support for diabetic patients resulting in improved health.	LPN has been hired in endocrinology to work towards becoming a certified diabetes educator. She has educational resources and once certified she will be developing diabetes education program. This employee was chosen for this role because she was set apart from other applicants due to her joyful demeanor and personal history with type 1 dm as well as insulin pumps.
3. Retain new FTE, CMC Wellness Coordinator, to help promote and provide more opportunities for CMC employees to learn and create	Leadership	Ongoing	Maintain Wellness Coordinator position, to promote health and safety to all employees by leading "The Wellness Connection" program.	

healthier habits for themselves, their family and community.				
Strategy 3: Host seminars and other health events				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Continue to provide seminars addressing obesity and the various treatment and surgical options available.	Marketing/PNS	Ongoing	Increase the number of people seeking information and help to combat their personal health issues.	
2. Participate in health fairs, community and worksite screenings, and other identified events where we can provide information, education, and screenings.	HealthReach/Marketing	Ongoing	Host informative and effective events to improve community members' ability to manage their health.	
3. Host seminars at corporate partner sites.	Marketing/Leadership	Ongoing	Leverage corporate partners to provide onsite seminars that are convenient for working community members.	
Strategy 4: Engage trusted community leaders to help spread important messages				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Promote CMC Heart to Heart Challenge	Marketing	Ongoing	Promote CMC Heart to Heart Challenge, with collaboration from corporate partners, including Grand Strand Water and CCU. Offer platform for community members to challenge each other to become heart healthy.	
2. Participate in CCU Wellness Week, at CCU campus.	Leadership	Ongoing	Events to include Wellness Week Kickoff, and CMC Health Information Fair	

Strategy 5: Expand CMC Employee Wellness Program				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Continue financial incentive for employee completion of the program.	CMC Wellness	Ongoing	Maximize participation in wellness program by offering financial reward for completion of steps that will lead to better health management.	
2. Build a robust wellness program to help employees stay on track with health needs.	CMC Wellness	Ongoing	Maintain integrated, comprehensive health and wellness plan designed to help CMC team live happier, healthier lives. Program to include fitness, emotional wellness, nutrition, and screenings.	
3. Improve on current care gap for employees with diagnosis of Diabetes.	CMC Wellness	Ongoing	Increase compliance with recommended lab work to ensure effective diabetes management.	

Conway Medical Center - Board Approval

Treasury Regulation Section 1-501(r)-3(c)(5)(i):

For purposes of paragraph (a)(2) of this section, an authorized body of the hospital facility must adopt the implementation strategy on or before the 15th day of the fifth month after the end of the taxable year in which the hospital facility completes the final step for the CHNA described in paragraph (b)(1) of this section, regardless of whether the hospital facility began working on the CHNA in a prior taxable year.

Conway Medical Center’s Board of Directors approves the Implementation Strategy for addressing priorities identified in the most recent Community Health Needs Assessment completed in December 2022. This report was approved by the Conway Medical Center Board of Directors at its meeting held on February 27, 2023.

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Date _____

APPENDIX

2019 Updated Implementation Strategies and Action Steps

Access to Health Services				
Goals:	To ensure all individuals have access to resources to receive the care and support they need to live healthy lives.			
Strategy: Facilitate the recruitment of primary care providers to our underserved areas with the establishment of a CMC Family Medicine Residency program.				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Build an education facility to house a new residency program	Leadership	Year	To have a facility designed to facilitate a premier learning environment for new doctors that could potentially service out community.	Done
2. Initiate curriculum and program design to ensure that all aspects of the program requirements are met	CMC Residency Program	Year	To provide a program for advanced family medicine training that will prepare new doctors to provide exceptional medical care deserving of our community members.	Done
3. Develop a marketing and recruitment strategy	CMC Residency Program	Year	Recruit enough new doctors to fill all available spaces in the program	Done
Strategy: Explore options to supplement the PCP shortage through telemedicine				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Develop a comprehensive telemedicine strategy	Leadership/PNS	Ongoing	Provide convenient PCP care to patients with transportation issues or other barriers to access healthcare	Ongoing. Implementation of Amwell Telehealth for scheduled PNS appointments occurred Jan 2021. Solution imbedded into patient portal. Telehealth footprint will be expanding with implementation of Amwell Urgent Care model.

2. Educate the community on any newly implemented telemedicine options	Marketing	Ongoing	Encourage the usage of telemedicine options to ensure patients are taking advantage of the opportunity for regular follow ups with physicians	Ongoing
Strategy: Promote the usage of transportation recourses to increase access to PCP care				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Publish a brochure to distribute to patients and community members on the various forms of transportation available to get them to PCPs and other hospital resources.	Marketing	Year	The brochure will be distributed in inpatient discharge folders, to ED patients, to HealthReach van patients, and to community members at various events to increase awareness of resources available to patients to ensure transportation is not a barrier to their healthcare.	Not complete. Marketing unaware of established action step.
2. Research potential of contracting with Uber or Lyft for patient transportation.	Case management	Year	Increased access to transportation for healthcare needs	Transportation opportunities – currently we use taxi, vouchers, rural transportation bus tickets, Greyhound Bus tickets for long distance transportation and nonemergent medical transportation. CMC has investigated Uber/Lyft but at this point it would require someone to download the app on their personal phones which was not well perceived by staff.
3. Fund transportation options for the underserved	Foundation	Continuous	Increased access to transportation for healthcare needs by removing financial barriers	Ongoing. Foundation support for Case Management to Provide Transportation Services (Cab/Bus) to patients as needed.

Strategy: Increase the number of providers in our underserved community				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Do demographic research for different zip codes and evaluate areas for additional practice opportunities	Leadership/PNS	Ongoing	Identify areas in need of potential practice support	Ongoing and active
2. Complete a provider needs assessment and continue recruiting efforts	Leadership/PNS	Ongoing	Understand community capacity and identify appropriate GAPS in the provider landscape	Ongoing and active

Maternal, Infant, and Child				
Goals:	Improve overall health and outcomes for current/current mothers and their children			
Strategy: Baby Friendly Initiatives				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Work with OB offices to assist with distribution of relevant information regarding the benefits of breastfeeding	Maternal Child Health Services	FY 2022	Promote the adoption breastfeeding as the best nutritional option for babies.	Done
2. Educate patients, families on the 10 Steps of Successful Breastfeeding, the benefits of skin-to-skin contact, and rooming in policies to have a better understanding of their hospital stay in a baby friend facility	Maternal Child Health Services	FY 2022	To ensure that patients and families are aware of our policy changes and have realistic expectations of their stay in the hospital.	Done
3 Implement a breastfeeding support group	Maternal Child Health Services	FY 2022	Provide support for mothers to promote the continuation of breastfeeding through the entire first 6 months.	Done

Strategy: Implement and develop 24/7 pediatric hospitalist service				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Onboard pediatric hospitalists	Medical Staff Affairs	Ongoing	Add additional providers that focus on the care of our pediatric patients and make sure that they are being cared for properly and have the healthiest outcomes.	Ongoing. We have two Pediatric Hospitalist who are on staff currently. One is full-time and one is a locum. We have another full-time physician coming in September. They work 7 days on and 7 days off. They treat patients on our pediatric floor (if admitted there) and the nursery. They attend any high-risk delivery as needed.
2. Identify additional pediatric concerns among outpatient providers and create plans to supplement these deficiencies in patient care	PNS	Ongoing	Ensure that our pediatric care teams are providing the best possible care to facilitate healthy outcomes for our pediatric patients.	Quarterly meetings with pediatric service line including outpatient and pediatric hospitalists are utilized to identify and address provider and patient needs. Discuss a one team approach to pt care to decrease ED and urgent care utilization for patients. Review unique pediatric needs for timely sick visits. Discuss long term goal of fluoride administration in clinic, on-site Point of care bilirubin testing, and improved pediatric vision testing device. CMC grant writer engaged and researching opportunities for funding of requested devices. Requested testing not currently reimbursable by insurance however we agree that testing will be beneficial to our pediatric population.
3. Expand upon the supportive services our pediatric hospitalists provide	Leadership	Ongoing	Identify gaps in pediatric care that our hospital system provides which can be addressed through the use of a pediatric hospitalists care.	Ongoing and active

Strategy: Increase the number of women in our community receive annual screening mammograms				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Add additional areas and screening locations to our Mobile Mammography Center's rotation	Marketing/ Maternal Child Health Services	Ongoing	Increase the number of mammograms given to women with work and transportation barriers	Done and Ongoing
2. Continue to provide free mammograms to uninsured, low-income women in Horry County and outlying areas through the Mammography Initiative	CMC Foundation	Continuous	Maintain and expand upon funding provide this initiative and expand the number of women who utilize it.	Done and Ongoing
3. Promote through various methods our ability to offer screening mammograms without a physician's order in office or in the community through our Mobile Mammography Center.	Marketing	Ongoing	Increase the number of self referrals	Done and Ongoing
Strategy: Provide education to better prepare new and expecting mothers				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Expand upon the educational opportunities for new and expecting moms	Marketing/ Maternal Child Health Services	Ongoing	Educated parents have healthier outcomes and can more actively participate in their pregnancy decisions and be more knowledgeable of how to care for and address the needs of their new babies.	Done and Ongoing
2. Provide supportive information to new and expecting moms in OBGYN offices and pediatrics offices	Marketing/ Maternal Child Health Services	Ongoing	Educated parents have healthier outcomes and can more actively participate in their pregnancy decisions and be more	Done and Ongoing

			knowledgeable of how to care for and address the needs of their new babies.	
3. Plan and market Pediatrician Open Houses	PNS/Marketing	Ongoing	Introduce expecting parents to pediatricians to ensure easy transition of babies from hospital to pediatric care after birth.	Ongoing. However, most in person events have basically been postponed since Feb. 2020.

Nutritional, Physical, and Obesity				
Goals:	Promote awareness, education, and healthy lifestyles in our community			
Strategy: Education and screenings for the community				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Participate in health fairs, community and worksite screenings, and other identified events where we can provide information, education, and BMI screenings.	Outpatient Nutritional Services/ HealthReach/Marketing	Ongoing	Improved knowledge on the repercussions	Ongoing
2. Continue to provide seminars addressing obesity and the various treatment and surgical options available.	Marketing/PNS	Ongoing	Increased the number of people seeking information and help to combat their personal obesity issues	Done and Ongoing
3. Continue to expand our Weight Loss Services to surrounding communities that do not have the services that CMC can facilitate.	Leadership/ PNS	Ongoing	Make CMC Weight Loss options more accessible to those that can use them even beyond the borders of our own county.	Done

Strategy: Identify, educate, and provide supportive resources to community members with diabetes				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Provide funding for the promotion and education for diabetes	Foundation	Continuous	Maintain/increase funding to expand upon this initiative	The diabetes support group has increased in numbers up to 30 from 8 post COVID. CMC has also increased the number of referrals, and have ordered new displays, teaching items, thank you notes, and gifts for guest speakers of which is all funded from the Foundation.
2. Continued participation in community educational opportunities and offer free monthly diabetes support group meetings to provide resources to community members with or at risk for diabetes.	HealthReach	Ongoing	Increased participation in meetings and increased awareness	Done and Ongoing
3. PNS providers will provide diabetes education and implement care plans in conjunction with its PCMH approach to expand upon with support provided to patients with diabetes by utilizing available and expandable resources within CMC and the community.	PNS	Ongoing	Improved knowledge and support for diabetic patients resulting in improved health.	LPN has been hired in endocrinology to work towards becoming a certified diabetes educator. She has educational resources and once certified she will be developing diabetes education program. This employee was chosen for this role because she was set apart from other applicants due to her joyful demeanor and personal history

				with type 1 dm as well as insulin pumps.
Strategy: Increase support for children with food insecurities				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Expand upon our CMC Smart Snacks program through increased funding and additional school participation.	Foundation/HealthReach	Ongoing	Provide nutritional food for underserved children in our community with food insecurities.	Ongoing and active

Mental Health				
Goals:	Improve access to and awareness of mental health resources within CMC and the community			
Strategy: Improve and create access to mental health services for adolescents				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Create a plan to offer mental health services in pediatric care offices	Leadership/PNS	FY 2022	Be able to move forward with offering this service in our pediatric offices	Not implemented. CMC Pediatrics Conway has the space to add a mental health counselor. Telehealth can be used to enable families to meet with the counselor if transportation or travel time are limiting factors for access. Pediatrician in office has the highest population of behavioral health patients so this design will be mutually beneficial.
2. Implement weekly clinic hours to provide counseling services to pediatric and adolescent patients and families	Leadership/PNS	FY 2022	Provide patients and families with convenient mental health care that can be coordinated with their primary care.	Not implemented. CMC Pediatrics Conway has the space to add a mental health counselor. Telehealth can be used to enable families to meet with the counselor if transportation or

				travel time are limiting factors for access. Pediatrician in office has the highest population of behavioral health patients so this design will be mutually beneficial.
3. Partner with adolescent & pediatric counselors to provide supportive services to our pediatric providers	Leadership/PNS	FY 2022	Utilize an outside mental health service to provide the mental health service to patients	Pediatric patients are referred to local mental health counselors. Clinics have a close working relationship with several and collaborate on patient care as needed. Families are assisted in choosing the counselor that will best suit the situation and the child's personality. Frequent follow-up scheduled.

Strategy: Decrease addiction and substance abuse related illness

Action Step	Accountability	Timeline	Desired Outcome	Status
1. Continue to collaborate with local municipalities, law enforcement, state, and health officials regarding the Opioid Epidemic	Leadership	Ongoing	Collaborate with local leaders and agencies to identify opportunities to work together to address the opioid crisis	CMC has an initiative to reduce opioid usage associated with ortho procedures.
2. Identify opportunities to educate the community on the dangers of substance abuse and the resources available for those with dependency issues or disorders.	Marketing/HealthReach	Ongoing	Increase awareness of substance abuse in our community and the resources available for those struggling with it.	Ongoing
3. Identify potential grant opportunities to meet substance abuse goals	Foundation	Ongoing	Secure grants for opioid awareness, training, and unidentified community initiatives	CMC has secured grants that have been used to fund AccessHealth Horry –which helps uninsured adults in Horry County find

				reduced-fee medical care and prescription assistance, and provides support related to addiction.
Strategy: Mental Health Services Mapping				
Action Step	Accountability	Timeline	Desired Outcome	Status
1. Conduct service mapping to identify mental health services available within Horry County and within neighboring counties	Case management	FY 2022	Identify all resources that can be potentially used by our patients	CMC has reviewed mental health and substance abuse services in Horry County and across the state. We have created a handout for patients and a tracking sheet for the Case Management staff to use when making referrals.
2. Put together materials that can be provided to patients in need of mental health services	Marketing/HealthReach	FY 2022	Provide patients with a comprehensive list of resources to increase awareness and access to mental health services beyond CMCs ED that can provide continued care.	Not complete. Marketing not notified of established action step.
3. Look for opportunities to partner with local services to promote mental health awareness in the community (suicide prevention training, mental health panels, substance abuse awareness, etc.)	Marketing/HealthReach	FY 2022	Assist with supporting and ensuring that these events are successful.	Not complete. Marketing not notified of established action step.