

# CHI Memorial Health System

CHI Memorial Hospital Chattanooga  
CHI Memorial Hospital Hixson  
CHI Memorial Hospital Georgia

## 2022 Community Health Implementation Strategy




**Adopted August 2022**



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## At-a-Glance Summary

<p><b>Community Served</b></p> 	<p>Five counties were the primary focus of the CHNA due to the service area of CHI Memorial. Used as the study area, Hamilton, Bradley, Catoosa, Dade and Walker Counties provided 81% of July 1, 202, through June 30, 2021 inpatient discharges. The 5-county population is 645,783 as of 2021. The community includes medically underserved, low-income and minority populations who live in the geographic areas from which CHI Memorial draws their patients. All patients were used to determine the service area without regard to insurance coverage or eligibility for financial assistance under CHI Memorial’s Financial Assistance Policy.</p>		
<p><b>Significant Community Health Needs Being Addressed</b></p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <table border="1" data-bbox="407 730 1430 947"> <tr> <td data-bbox="407 730 857 947"> <ul style="list-style-type: none"> <li>● Access to affordable healthcare and insurance</li> <li>● Mental/behavioral health</li> <li>● Affordable, healthy housing</li> <li>● Substance Use Disorder</li> </ul> </td> <td data-bbox="857 730 1430 947"> <ul style="list-style-type: none"> <li>● Prevention and education</li> <li>● Violence</li> <li>● Obesity</li> <li>● Food insecurity</li> <li>● Chronic diseases</li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <li>● Access to affordable healthcare and insurance</li> <li>● Mental/behavioral health</li> <li>● Affordable, healthy housing</li> <li>● Substance Use Disorder</li> </ul>	<ul style="list-style-type: none"> <li>● Prevention and education</li> <li>● Violence</li> <li>● Obesity</li> <li>● Food insecurity</li> <li>● Chronic diseases</li> </ul>
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<p><b>Strategies and Programs to Address Needs</b></p> 	<p>The hospital intends to take actions and to dedicate resources to address these needs, including:</p> <p>Access to affordable care and insurance: insurance enrollment assistance, financial support, awareness of community resources, Health Coach positions, and a replacement facility for CHI Memorial Hospital Georgia</p> <p>Mental/behavioral health: counseling services, awareness of community resources, training and education, participation in the FUSE project, the Arts and Healthcare Program, and exploration of expanded behavioral/mental health services provided by the hospital</p> <p>Affordable, healthy housing: medical respite housing, participation in the FUSE project, and access to and awareness of community resources</p> <p>Substance Use Disorder: smoking cessation classes and drug addiction recovery support</p> <p>Prevention and education: outreach events, support for medical education students, and community education/training sessions</p> <p>Violence: support local organizations, training and education, exploration of grant funding, and awareness of community resources</p> <p>Obesity: continuation of the Obesity Dashboard and training and education</p> <p>Food Insecurity: financial support, awareness of community resources, and food donations</p> <p>Chronic Disease: screening and education, Transition of Care support, expansion of the neurosciences service line, and diabetes management resources</p>		

### Anticipated Impact



Through implementation of new programs and refinement of existing programs, CHI Memorial aims to improve the overall health of the community we serve. With the strategies listed above, CHI Memorial hopes to begin to move the needle on top health needs identified by community members.

CHI Memorial hopes not only to impact the health of our patients, but that of the entire community through these programs and strategies.

### Planned Collaboration



Collaboration with community members, groups, and organizations is necessary to achieve the programs and strategies outlined in this implementation plan. CHI Memorial will collaborate with both internal and external partners on several initiatives.

CHI Memorial will partner with a wide variety of organizations, such as educational institutions, law enforcement, other health institutions, community centers, and organizations that address social/economic needs.

This document is publicly available online at the hospital’s website. Written comments on this report can be submitted to CHI Memorial, 2525 de Sales Ave, Chattanooga, TN 37404 or by e-mail to [Marketing@memorial.org](mailto:Marketing@memorial.org).

## Our Hospital and the Community Served

### About the Hospital

CHI Memorial Hospital Chattanooga, CHI Memorial Hospital Hixson, and CHI Memorial Hospital Georgia are a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 1,000 care sites in 21 states coast to coast, serving 20 million patients in big cities and small towns across America.

Facility	Licensed Beds	Address
CHI Memorial Hospital Chattanooga	349	2525 de Sales Ave, Chattanooga, TN 37404
CHI Memorial Hospital Hixson	74	2051 Hamill Rd, Hixson, TN 37343
CHI Memorial Hospital Georgia	179	100 Gross Crescent Circle, Ft Oglethorpe, GA 30742

CHI Memorial provides a wide array of healthcare resources for the community through the following service lines and programs:

- Emergency Care
- Cardiovascular Care
- Neurosciences & Stroke Care
- Oncology Services
- Surgical Services
- Medical Specialties
- Diabetes, Nutrition & Weight Management
- Orthopedics & Spine Care
- Primary Care
- Basic & Advanced Imaging
- Sleep Medicine Services
- Wound Care
- Physical Therapy & Rehab Services
- EMS Services

## Our Mission

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

## Financial Assistance for Medically Necessary Care

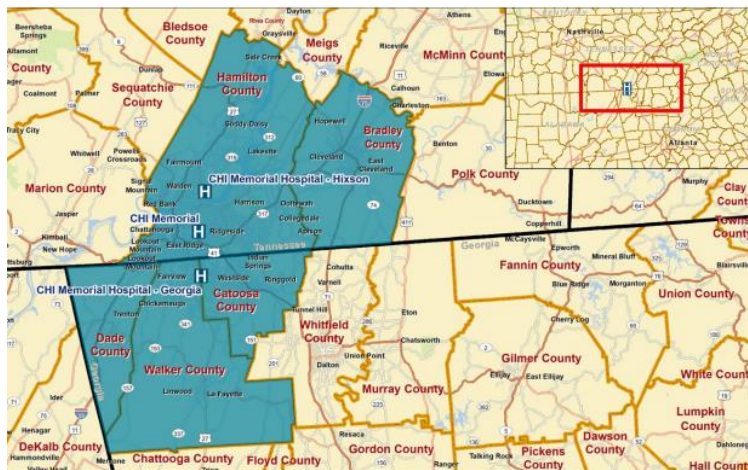
It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay. This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.



## Description of the Community Served

Five counties were the primary focus of the CHNA due to the service area of CHI Memorial. Used as the study area, Hamilton, Bradley, Catoosa, Dade and Walker Counties provided 81% of July 1, 2020 through June 30, 2021 inpatient discharges. The community includes medically underserved, low-income and minority populations who live in the geographic areas from which CHI Memorial draws their patients. All patients were used to determine the service area without regard to insurance coverage or eligibility for financial assistance under CHI Memorial's Financial Assistance Policy.

The hospitals serve Hamilton, Bradley, Catoosa, Dade, and Walker Counties. A summary description of the community is below, and additional details can be found in the CHNA report online.

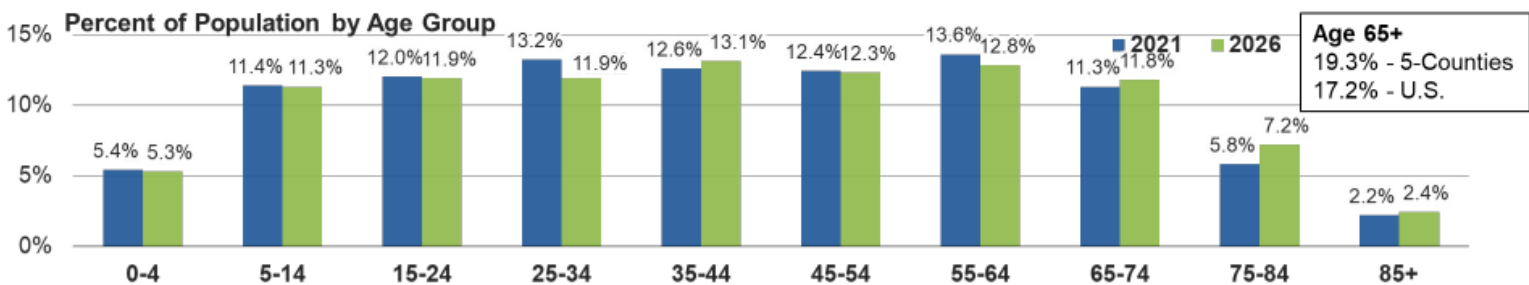


The table below shows the demographic summary of Hamilton & Bradley Counties in TN and Catoosa, Dade and Walker Counties in GA compared to Tennessee, Georgia and the U.S.

	5-Counties	Tennessee	Georgia	USA
Population	645,783	7,025,037	10,815,378	333,934,112
Median Age	41.3	40	37.2	38.8
Median Household Income	\$55,259	\$55,276	\$60,605	\$64,730
Annual Pop. Growth (2021-2026)	0.86%	0.89%	1.05%	0.71%
Household Population	256,110	2,765,537	4,013,721	126,470,675
Dominant Tapestry	Southern Satellites (10A)	Rooted Rural (10B)	Southern Satellites (10A)	Green Acres (6A)
Businesses	20,294	217,448	353,744	12,013,469
Employees	312,080	3,129,625	4,675,136	150,287,786
Health Care Index*	88	91	97	100
Average Health Expenditures	\$5,496	\$5,663	\$6,026	\$6,237
Total Health Expenditures	\$1.4 B	\$15.7 B	\$24.2 B	\$788.8 B
<b>Racial and Ethnic Make-up</b>				
White	80%	75%	56%	69%
Black	13%	17%	32%	13%
American Indian	0%	0%	0%	1%
Asian/Pacific Islander	2%	2%	5%	6%
Other	3%	3%	5%	7%
Mixed Race	2%	2%	3%	4%
Hispanic Origin	6%	6%	10%	19%

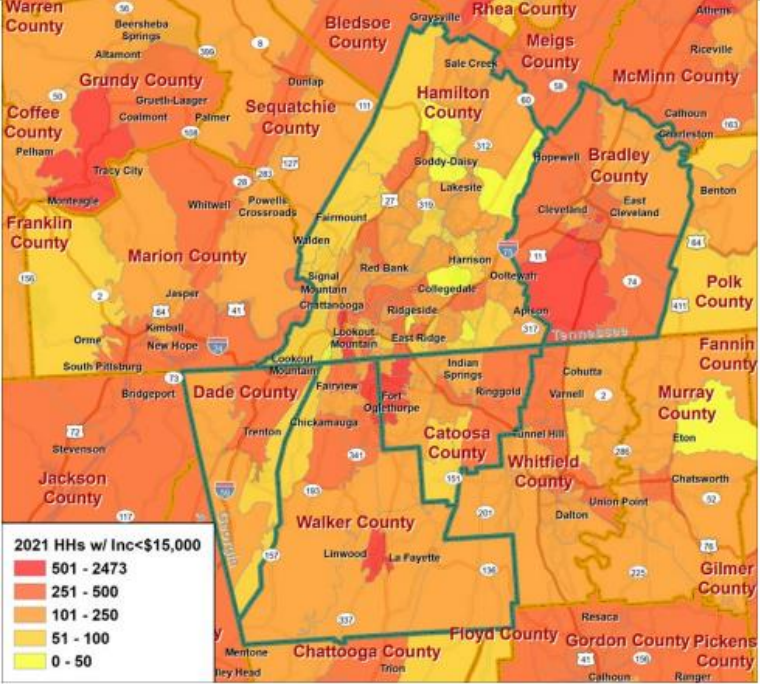
Source: Esri

- The community consists of a mixture of urban, rural, and suburban settings.
- The majority of employees in the 5-county area are employed in: Manufacturing (27.9%), Education Services (19.2%), Retail Trade (10.0%), Health Care and Social Assistance (8.4%), and Public Administration (6.4%). Retail trade offers health insurance at a lower rate than health care, public administration, and education services.



- The community consists of a higher proportion of the 65 and older age group when compared to the U.S. This population requires more extensive health care services and is growing at a higher rate than other age groups in the community.

- The household income distribution of the five counties was 24% higher income (over \$100,000), 56% middle income, and 20% lower income (under \$25,000). The community has several census tracts with a high number of households making below \$15,000 per year. These areas are at higher risk for health inequities.



## Community Assessment and Significant Needs

The health issues that form the basis of the hospital’s community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in May 2022. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available on the hospital’s website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

## Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

<b>Significant Health Need</b>	<b>Description</b>	<b>Intend to Address?</b>
Access to affordable healthcare and insurance	Increase access to health services and health insurance at an affordable cost - This includes improving equity of access for all residents.	•
Mental/behavioral health	Increase access to and awareness of services in the community addressing mental and behavioral health.	•
Affordable, healthy housing	Work with community partners to help implement strategies to provide housing that is both affordable and free of health risks	•
Substance Use Disorder	Increase access to and awareness of services in the community for the treatment of Substance Use Disorder, including opioids, smoking, vaping, and alcohol abuse.	•
Prevention and education	Improve initiatives to educate the community around the prevention of adverse health events - This includes providing health education in a manner that is tailored toward the target audience.	•
Violence	Develop strategies to raise awareness of, provide resources for, and reduce instances of violence, including domestic, sexual, and firearm violence.	•
Obesity	Identify those at risk for obesity and implement initiatives to prevent and/or reduce obesity.	•
Food insecurity	Increase access to healthy food that is affordable - This includes nutrition education.	•
Chronic diseases	Improve access to resources for screening, prevention, and treatment of chronic diseases, including cancer, hypertension, diabetes...etc.	•

## 2022 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.



## Creating the Implementation Strategy

Our hospitals are dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

Hospital and health system participants included the CHNA Steering Committee, consisting of representatives from the following service lines and departments: Oncology, Cardiovascular, Neurosciences/Stroke, Quality Improvement, CHI Memorial Medical Group, Mission Integration, Foundation Office, Strategic Planning, Marketing, and Mission Health Network (Clinically Integrated Network).



Community input or contributions to this implementation strategy included feedback provided during the CHNA process. As part of the CHNA Summit, participants brainstormed solutions to each identified need, including development of potential action items and goals.

The programs and initiatives described here were selected on the basis of the:

- existence of current programs with evidence of success
- availability of resources
- potential for collaborative relationships with community partners
- magnitude of impact to the community

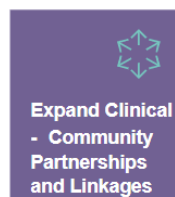
## Community Health Strategic Objectives

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants both inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities overall address strategic aims while meeting locally-identified needs.



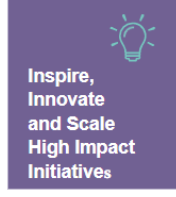
Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.





Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.





Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.


## Strategies and Program Activities by Health Need


 <b>Health Need: Access to Affordable Healthcare and Insurance</b>						
<b>Anticipated Impact (Goal)</b>	CHI Memorial's initiatives to address affordable access to care and insurance are expected to result in: higher number of patients enrolled in affordable health insurance plans, reduction of barriers that keep patients from seeking care, increased awareness of and referrals to resources available in the community, and a higher number of residents with access to appropriate and affordable care.					
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Participating Hospital(s)</b>	<b>Strategic Objectives</b>			
			Alignm ent & Integra tion	Clinical - Comm unity Linkag es	Capacit y for Equitabl e Commu nities	Innova tion & Impact
Insurance Enrollment Assistance	<ul style="list-style-type: none"> <li>Provide ongoing Medicare counseling to assist patients that are part of the clinically integrated network (CIN) in finding affordable insurance options</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓			✓
Financial Support	<ul style="list-style-type: none"> <li>Provide funding to address barriers to seeking or receiving health care (e.g. transportation, utilities, dental work, testing supplies, medication copays...etc.)</li> <li>Maintain basic indigent care fund for cancer patients</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓			✓
Awareness of Resources	<ul style="list-style-type: none"> <li>Promote use of the 211 United Way micro-site icon, which is a desktop icon on hospital computers that can help link patients to appropriate community resources</li> <li>Maintain internal resource database within the CIN</li> <li>Onboard Innovaccer Social Determinants of Health module for the CIN team to better connect patients to resources</li> <li>Explore development of a Connected Community Network aimed at improving resource referrals throughout the community</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia		✓	✓	✓


 <b>Health Need: Access to Affordable Healthcare and Insurance</b>							
Health Coach Positions	<ul style="list-style-type: none"> <li>Employ Health Coach at the CHI Memorial Center for Healthy Aging at Boynton Terrace Apartments to increase access to care for the aging population</li> <li>Explore availability of grants to support additional support staff</li> <li>Explore potential to partner with local government to provide a Primary Care Health Coach to the community</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓	
Replacement Hospital	<ul style="list-style-type: none"> <li>Continue to pursue a state-of-the-art replacement facility for CHI Memorial Hospital Georgia to facilitate improved access to high quality healthcare for North Georgia residents</li> </ul>	CHI Memorial Hospital Georgia	✓	✓	✓	✓	
<b>Planned Resources</b>	CHI Memorial will provide staffing (registered nurses, licensed practical nurses, social workers, medical assistants), philanthropic, outreach communications, internal education, and program management support for these initiatives.						
<b>Planned Collaborators</b>	CHI Memorial will partner with Tennessee State Health Insurance Assistance Program (TN SHIP), United Way, Chattanooga Housing Authority, and the City of Chattanooga Government to increase access to affordable healthcare and insurance.						


 <b>Health Need: Mental/Behavioral Health</b>							
<b>Anticipated Impact (Goal)</b>	CHI Memorial's initiatives to address mental/behavioral health are expected to result in: increased referrals to behavioral health services in the community and improved awareness around mental health/PTSD.						
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Participating Hospital(s)</b>	<b>Strategic Objectives</b>				
			Alignm ent & Integra	Clinical - Comm	Capacit y for Equitabl	Innova tion & Impact	


 <b>Health Need: Mental/Behavioral Health</b>						
			tion	unity Linkages	e Commu nities	
Counseling Services	<ul style="list-style-type: none"> <li>Provide limited non-billable counseling through the CIN</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓		✓	✓
Awareness of Resources	<ul style="list-style-type: none"> <li>Maintain updated behavioral health resource guide for clinics</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia		✓	✓	
Training and Education	<ul style="list-style-type: none"> <li>Facilitate Mental Health First Aid trainings to educate individuals on tools to address common mental health issues</li> <li>Provide free mental health/PTSD training to local law enforcement departments</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia		✓	✓	✓
FUSE Project	<ul style="list-style-type: none"> <li>Participate in local Hamilton County Frequent User Systems Engagement (FUSE) initiative aimed at providing mental health treatment and permanent supportive housing to frequent users of local hospitals, jails, emergency departments, and crisis centers that are homeless</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson	✓	✓	✓	✓
Arts Therapies & Well-being Program	<ul style="list-style-type: none"> <li>Enhance the Arts Therapies &amp; Well-being Program, which offers art programming to supplement healing environments and enhance mental and emotional recovery</li> <li>Employ a Music Therapist</li> <li>Explore feasibility of offering internships within the program to support community outreach</li> <li>Partner with local arts organizations to raise awareness of the use of arts in the healing process</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓


 <b>Health Need: Mental/Behavioral Health</b>							
Explore Expansion of Services	<ul style="list-style-type: none"> <li>Explore feasibility of expanding behavioral/mental health services provided by CHI Memorial</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓	
<b>Planned Resources</b>	CHI Memorial will provide staffing (social workers, certified art therapist, music therapist, interns), philanthropic, outreach communications, and program management support for these initiatives.						
<b>Planned Collaborators</b>	CHI Memorial will partner with local law enforcement, including the Hamilton County Sheriff's Office, and local arts organizations, such as the Hunter Museum of American Art, and Mental Health First Aid from National Council for Mental Wellbeing to increase access to and awareness of mental/behavioral health services in the community.						

 <b>Health Need: Affordable, Healthy Housing</b>							
<b>Anticipated Impact (Goal)</b>	CHI Memorial's initiatives to address affordable, healthy housing are expected to result in: improved health outcomes for the homeless, increased housing opportunities that are both healthy and affordable, and increased awareness of housing resources in the community.						
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Participating Hospital(s)</b>	<b>Strategic Objectives</b>				
			Align- ment & Integra- tion	Clinical - Comm- unity Linkag- es	Capacit- y for Equitabl- e Communi- ties	Innova- tion & Impact	
Medical Respite Housing	<ul style="list-style-type: none"> <li>Provide respite housing to the homeless recently discharged from the hospital</li> <li>Provide support and resources to help transition participants into permanent housing</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓	


 <b>Health Need: Affordable, Healthy Housing</b>						
FUSE Project	<ul style="list-style-type: none"> <li>Participate in local Hamilton County Frequent User Systems Engagement (FUSE) initiative aimed at providing mental health treatment and permanent supportive housing to frequent users of local hospitals, jails, emergency departments, and crisis centers that are homeless</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson	✓	✓	✓	✓
Access to/Awareness of Resources	<ul style="list-style-type: none"> <li>Provide rent and utility assistance</li> <li>Increase awareness of and access to community housing resources via referrals</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	
<b>Planned Resources</b>	CHI Memorial will provide staffing (social workers, nursing staff), outreach communications, philanthropic, internal education, and program management support for these initiatives.					
<b>Planned Collaborators</b>	CHI Memorial will partner with Catholic Charities of East Tennessee, the Hamilton County Health Department Homeless Healthcare Clinic, and the Hamilton County Sheriff's Office to improve access to healthy, affordable housing.					


 <b>Health Need: Substance Use Disorder</b>						
<b>Anticipated Impact (Goal)</b>	CHI Memorial's initiatives to address Substance Use Disorder are expected to result in: reduction in smoking, increased awareness of community resources, and improved access to strategies aimed at recovery from Substance Use Disorder					
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Participating Hospital(s)</b>	<b>Strategic Objectives</b>			
			Alignm ent & Integra tion	Clinical - Comm unity Linkag	Capacit y for Equitabl e Commu	Innova tion & Impact


 <b>Health Need: Substance Use Disorder</b>						
				es	nities	
Smoking Cessation Classes	<ul style="list-style-type: none"> <li>Provide regular sessions of a free Freedom From Smoking course to assist patients in smoking cessation</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓			✓
Drug Addiction Recovery Support	<ul style="list-style-type: none"> <li>Provide physical space in hospitals for Tennessee Recovery Navigators</li> <li>Facilitate telehealth for medication assisted therapy to support recovery from drug addiction</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓
<b>Planned Resources</b>	CHI Memorial will provide office space, outreach communications, philanthropic, internal education, and program management support for these initiatives.					
<b>Planned Collaborators</b>	CHI Memorial will partner with the Tennessee Recovery Navigator Program and American Lung Association to improve access to and awareness of Substance Use Disorder resources in the community.					


 <b>Health Need: Prevention and Education</b>				
<b>Anticipated Impact (Goal)</b>	CHI Memorial's initiatives to address prevention and education around health issues are expected to result in: continued partnerships with local educational institutions and improved community knowledge of health issues and existing health care resources.			
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Participating Hospital(s)</b>	<b>Strategic Objectives</b>	
			Align- ment & Integra- tion	Clinical - Communi- ty





 <b>Health Need: Prevention and Education</b>						
				Linkages	Communities	
Outreach Events	<ul style="list-style-type: none"> <li>Connect CHI Memorial providers with outreach opportunities to educate the community about HPV</li> <li>Attend community events/health fairs to educate the community regarding available health care resources</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia		✓	✓	✓
Support Medical Education Students	<ul style="list-style-type: none"> <li>Continue the More in Common partnership between the Morehouse School of Medicine and CommonSpirit Health, aimed at addressing the underlying causes of health inequities, including the lack of representation among care providers.</li> <li>Partner with additional medical schools, universities, and high schools to provide medical rotations at CHI Memorial</li> <li>Facilitate CPR Certification courses at local high schools</li> <li>Fund scholarships for current and prospective employees to earn degrees in medical professions</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓
Community Education/Training Sessions	<ul style="list-style-type: none"> <li>Provide free monthly community classes in Avondale and Greenwood focusing on a different health issue each month</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓
<b>Planned Resources</b>	CHI Memorial will provide staffing (community outreach, nursing staff), outreach communications, philanthropic, internal education, and program management support as well as the mobile coaches for these initiatives.					
<b>Planned Collaborators</b>	CHI Memorial will partner with the Morehouse School of Medicine, local colleges and universities, including Chattanooga State Community College, University of Tennessee at Chattanooga, and Dalton State College, local high schools, including Brainerd High School, Chattanooga Girls Leadership Academy, and Chattanooga Preparatory School, and CEMPA to aid in education and prevention of health issues.					


 <b>Health Need: Violence</b>						
<b>Anticipated Impact (Goal)</b>	CHI Memorial’s initiatives to address violence are expected to result in: improved knowledge around recognizing and reporting violence, neglect, and abuse and increased awareness of community resources.					
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Participating Hospital(s)</b>	<b>Strategic Objectives</b>			
			Alignm ent & Integra tion	Clinical - Comm unity Linkag es	Capacit y for Equitabl e Commu nities	Innova tion & Impact
Support Local Organizations	<ul style="list-style-type: none"> <li>Provide funding and supplies to local organizations focused on preventing and addressing violence, such as the Sexual Assault Victim’s Advocacy Center</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia		✓	✓	✓
Training and Education	<ul style="list-style-type: none"> <li>Partner with local subject matter experts to facilitate training to staff at CHI Memorial and other community organizations regarding recognition and reporting of abuse/violence</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓
Violence Prevention Grants	<ul style="list-style-type: none"> <li>Explore feasibility of applying for a CommonSpirit Health Violence Prevention Grant</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓
Awareness of Resources	<ul style="list-style-type: none"> <li>Provide referrals to violence prevention organizations, such as Adult Protective Services, as needed</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	
<b>Planned</b>	CHI Memorial will provide outreach communications, philanthropic, internal education, and program management support for these initiatives.					


 <b>Health Need: Violence</b>	
<b>Resources</b>	
<b>Planned Collaborators</b>	CHI Memorial will partner with local organizations focused on addressing violence, such as the Sexual Assault Victim’s Advocacy Center, to increase awareness on how to recognize and respond to violence as well as community resources to address violence.


 <b>Health Need: Obesity</b>						
<b>Anticipated Impact (Goal)</b>	CHI Memorial’s initiatives to address obesity are expected to result in: increased targeted resource referrals and improved knowledge around strategies for weight management.					
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Participating Hospital(s)</b>	<b>Strategic Objectives</b>			
			Align- ment & Integra- tion	Clinical- Community Linkages	Capacit- y for Equitabl- e Communi- ties	Innova- tion & Impact
Obesity Dashboard	<ul style="list-style-type: none"> <li>Continue to refine the Obesity Dashboard used to identify patients for resource referral</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓		✓
Training and Education	<ul style="list-style-type: none"> <li>Re-institute Shop with a Doc sessions, aimed at teaching the community food options and recipes for a healthy lifestyle</li> <li>Provide BMI Reduction Courses</li> <li>Maintain the Obesity Medicine Program, which includes exercise support, medication, and nutrition and</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓


 <b>Health Need: Obesity</b>						
	behavioral counseling <ul style="list-style-type: none"> <li>Provide Medical Nutrition Therapy and nutrition counseling for weight control through The Diabetes &amp; Nutrition Center</li> </ul>					
<b>Planned Resources</b>	CHI Memorial will provide staffing (nursing staff, physicians) outreach communications, internal education, and program management support for these initiatives.					
<b>Planned Collaborators</b>	CHI Memorial will partner with local grocery stores to help educate the community on healthy food options.					

 <b>Health Need: Food Insecurity</b>						
<b>Anticipated Impact (Goal)</b>	CHI Memorial's initiatives to address food insecurity are expected to result in: increased targeted resource referrals and improved knowledge around community food/nutrition resources.					
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Participating Hospital(s)</b>	<b>Strategic Objectives</b>			
			Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Financial Support	<ul style="list-style-type: none"> <li>Provide funds to assist patients in obtaining food</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia		✓	✓	

 <b>Health Need: Food Insecurity</b>						
Awareness of Resources	<ul style="list-style-type: none"> <li>Provide referrals to social workers and community organizations to address food insecurity as needed</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia		✓		
Food Donations	<ul style="list-style-type: none"> <li>Explore possibility of donating extra food from hospital cafeterias to local food pantries</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson	✓	✓		
<b>Planned Resources</b>	CHI Memorial will provide outreach communications, philanthropic, and program management support for these initiatives.					
<b>Planned Collaborators</b>	CHI Memorial will partner with the Chattanooga Area Food Bank, Brainerd Community Food Pantry, and other local food pantries to raise awareness of and resources for food insecurity.					

 <b>Health Need: Chronic Disease</b>				
<b>Anticipated Impact (Goal)</b>	CHI Memorial's initiatives to address chronic disease are expected to result in: increased screening rates for cancer, high blood sugar, and high blood pressure, reduction in readmissions for patients with chronic disease, and improved knowledge around diabetes management.			
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Participating Hospital(s)</b>	<b>Strategic Objectives</b>	
			Alignm ent & Integra tion	Clinical - Comm unity Linkag es

 <b>Health Need: Chronic Disease</b>							
Screening and Education	<ul style="list-style-type: none"> <li>• Launch 2nd mobile coach for lung screening</li> <li>• Provide screenings and outreach with existing mobile coaches - 2 for mammography and 1 for lung screening</li> <li>• Provide free blood pressure and blood sugar screenings at community events/health fairs, including the Hamilton County Minority Health Fair and CEMPA Block Parties</li> <li>• Provide education via the CIN team to patients diagnosed with chronic diseases</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓	
Transition of Care Support	<ul style="list-style-type: none"> <li>• Pilot program to coordinate care for patients after discharge from the hospital aimed at managing chronic conditions and reducing the risk for readmission</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓	
Neurosciences Service Line	<ul style="list-style-type: none"> <li>• Expand the neurosciences service line to provide more timely stroke care to a greater number of stroke patients</li> <li>• Strengthen relationships with referring hospitals to maximize safety and communication</li> <li>• Educate EMS on new services provided at CHI Memorial</li> <li>• Increase community awareness of the signs and symptoms of a stroke through participation in community outreach events</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓	✓	✓	✓	
Diabetes Management	<ul style="list-style-type: none"> <li>• Offer a comprehensive Diabetes Self-Management/Education Support Program, which provides in-person sessions for diabetes and pre-diabetes management</li> <li>• Provide education and support for: instruction in blood glucose monitoring and insulin administration as well as carbohydrate counting</li> <li>• Provide insulin pump therapy</li> <li>• Provide free testing supplies if needed</li> </ul>	CHI Memorial Hospital Chattanooga CHI Memorial Hospital Hixson CHI Memorial Hospital Georgia	✓				✓

	<b>Health Need: Chronic Disease</b>	
<b>Planned Resources</b>	CHI Memorial will provide staffing (nursing staff, CIN), outreach communications, philanthropic, and program management support as well as the mobile coaches for these initiatives.	
<b>Planned Collaborators</b>	CHI Memorial will partner with the American Diabetes Association, EMS, local businesses, and community outreach event coordinators to address chronic diseases.	

## Program Highlights

CHI Memorial has several ongoing projects and programs that greatly benefit community health. We would like to highlight a few programs/projects below:

**Northwest Georgia:** CHI Memorial has expanded existing and initiated new services in Northwest Georgia over the past few years, including opening the Rees Skillern Cancer Institute, acquiring the Dade and Walker County EMS, and expanding several service lines. This expansion of services has allowed increased access to healthcare for the residents of Northwest Georgia.

CHI Memorial remains committed to building a state-of-the-art replacement facility for CHI Memorial Hospital Georgia. This replacement facility will allow residents of Northwest Georgia to seek high quality emergency and inpatient care closer to home.



**Mobile Screening:** CHI Memorial has three mobile oncology screening coaches, two for mammography and one for lung screening, that remove barriers for community members to receive the recommended screenings. These mobile coaches travel to local businesses and community events to ease the screening process.

Due to the success and high utilization of these mobile screening coaches, CHI Memorial plans to add a second lung screening coach. This coach will increase community lung screening rates, help identify patients at risk, and allow for early intervention to prevent lung cancers from progressing to later stages.

**More in Common Partnership:** Supporting students in pursuing careers in medicine is vital to ensure a high quality healthcare system within the community. CHI Memorial partners with several educational institutions to allow rotations within the health system.

One of CHI Memorial's key partnerships is with the Morehouse School of Medicine through the More in Common Alliance. This joint initiative between MSM and CommonSpirit will address the underlying causes of health inequity, including underrepresentation of Black clinicians. Black physicians and other healthcare practitioners care for a higher proportion of Black patients in their practices, and studies show that Black patients have better outcomes when they are treated by Black doctors. CHI Memorial will continue to support medical students as they complete their required rotations within our organization.

**Neurosciences Service Line:** CHI Memorial expanded its neurosciences service line within the past few years, allowing for higher quality care, expanded treatment modalities, new innovations and increased capacity. CHI Memorial will continue to develop the Neurosciences service line, including the addition of staff, integration of new technologies, enhancement of transfer relationships with local hospitals, increase in the number of procedures, and education to the community.

**CHI Memorial Hospital Board:** The CHI Memorial Hospital Board is extremely engaged in the mission to improve community health outside the walls of our health system. The Board has devoted significant time to learn about health equity and diversity, cultural competency/intelligence, access to health care, and social determinants of health, including housing, food, violence, and transportation. Along with various educational sessions, the Board members also participated in an immersion experience throughout Chattanooga neighborhoods.

The CHI Memorial Board will continue to dedicate time and resources to understand the impact that social determinants of health and health equity have on the health of the community and how they as a governing body can help improve community health. The engagement of the Board does not fall into one particular health need above, but impacts the entire spectrum of all needs identified through the CHNA.