

# HEALTHY SHELBY

A MEMPHIS FAST FORWARD INITIATIVE

Managed by Healthy Memphis Common Table



## SCORECARD

**Healthy Shelby is one of five priority areas of Memphis Fast Forward – a Memphis Tomorrow community initiative that also focuses on economic development, crime reduction, education, and efficient local government. Healthy Shelby is focused on the triple aim of improved population health and better care at lower cost.**

### **Our Methods to Achieve the Triple Aim:**

- Obtain the support of high-level leadership to engage in the triple aim framework.
- Utilize existing resources in a more collective and effective manner to advance the triple aim.
- Convene a cross-section of business, public health, government, faith-based, and social service organizations and agencies to establish regional measures of success.
- Advance the agreed upon regional health agenda: reduce our infant mortality rate, improve chronic disease management, and improve care at the end of life.

### **HEALTHY SHELBY PURPOSE STATEMENT**

We will come together across our community to engage our constituents and leaders, align our resources, and coordinate our systems of care and services – to measurably achieve better population health, a better experience of care for patients, and lower per capita health care costs. We will achieve short and long-term innovations which will improve the efficiency of health care, meaningfully advance health equity, and increase the quality and joy of life for all of the people of Memphis and Shelby County.

#### **GOAL A**

**Improve population health**

#### **STRATEGIES:**

##### **Infant Mortality Reduction**

- Improve access to prenatal care
- Reduce sleep-related infant deaths

##### **Chronic Disease**

- Improve self-management of hypertension

##### **Living Well/Dying Well**

- Improve access to palliative care

#### **GOAL B**

**Improve the delivery of care**

#### **STRATEGIES:**

##### **Infant Mortality Reduction**

- Increase women's access to insurance during prenatal period

##### **Chronic Disease**

- Improve clinical practices and processes for management of hypertension

##### **Living Well/Dying Well**

- Increase proportion of adults with advance care plans
- Increase pool of providers trained in palliative care and end-of-life care

#### **GOAL C**

**Reduce the cost of care**

#### **STRATEGIES:**

##### **Infant Mortality Reduction**

- Reduce pre-term and low birth weight births

##### **Chronic Disease**

- Reduce number of strokes and heart attacks
- Reduce avoidable hospital admissions

##### **Living Well/Dying Well**

- Reduce unnecessary use of intensive care in last 6 months of life
- Increase use of hospice and palliative care

# 2013 ACCOMPLISHMENTS

## Infant Mortality

- Successful Inaugural Healthy Shelby 5K and Festival
- Safe Sleep for Babies Campaign Launched
- Presumptive Eligibility
  - Established a partnership with Department of Human Services
  - Developed a system to track presumptive eligibility application process
  - Conducted research related to prenatal care access during presumptive eligibility period
  - Compiled statistical evidence to make case to both TennCare and local providers to ease access barriers for prenatal care

## Chronic Disease

- Establishment of Hypertension Collaborative
  - Partnership among Memphis Health Center, Church Health Center, UTMG Family Medicine, Baptist Medical Group, Methodist Healthcare Primary Care Physician Group, Christ Community Health Services and the VA Medical Center at Memphis
- Neighborhood-Based Hypertension Project
  - New model of care designed to create more effective link between vulnerable populations and the health care delivery system
- Church-Based Hypertension Project
  - Developed a curriculum and protocol for conducting community blood pressure screening and education
  - Established a cadre of "hypertension champions" to promote healthy living and medication adherence

## Living Well/Dying Well (Formerly End of Life)

- Advance Care Planning
  - Expansion of partners beyond hospitals to include academic institutions, community-based organizations, and faith community
  - Produced an educational/promotional video
  - Developed a Healthy Shelby-branded training curriculum
  - Negotiated a discounted price for purchase of Five Wishes
  - Initiated pilots in four provider practices to develop models for patient/provider communication about advance care planning
  - Reached approximately 35,000 Shelby County residents as of 10/31/13
  - Featured in multiple news outlets in Memphis and across the state

## Corporate Culture of Health

- Engagement
  - A total of 30 public and private employers with nearly 50,000 employees committed to the CEO Culture of Health Initiative

## Organizational

- Commissioned a Report on the Potential Economic Benefits of Healthy Shelby
- Continued to Expand Healthy Shelby's Collaborative Partnerships
- Created a New Program Coordinator Position

# MEASURES

## PERFORMANCE KEY



Improved



No  
Change



Worsened

### Infant Mortality

Triple Aim Focus	Performance Overall	Measures	Baseline	Current	Benchmarks
Population Health		County Infant Mortality Rate	10.3 (2010) <sup>1</sup>	10.6 (2012) <sup>1</sup>	TN: 7.2 (2012) <sup>1</sup> US: 6.0 (2012) <sup>2</sup>
		NICU Admissions as % of Births	9.5% (2010) <sup>1</sup>	9.5% (2010) <sup>1</sup>	TN: 8.0% in 2008 <sup>1</sup>
		Low Birthweight as % of Births	11.1% (2010) <sup>3</sup>	11.0% (2011) <sup>3</sup>	TN: 9.2% in 2012 <sup>3</sup> US: 6.0 in 2011 <sup>2</sup>
Experience of Care		Adequate Prenatal Care	50.6% (2009) <sup>1</sup>	50.6% (2009) <sup>1</sup>	TN: 69.2% in 2009 <sup>1</sup>

<sup>1</sup>TNDOH; <sup>2</sup>CDC; <sup>3</sup>National Center for Health Statistics

### Chronic Disease

Triple Aim Focus	Performance Overall	Measures	Baseline	Current	Benchmarks
Population Health		Blood Pressure at Target for Adults	47% (2012 est.)	47% (2012 est.)	US: 47% (2012) <sup>1</sup>
		Poor or Fair Health	15% (2011) <sup>2</sup>	15% (2011) <sup>2</sup>	TN: 19% (2011) <sup>2</sup> US: 10% (2011) <sup>2</sup>
		Year of Potential Life Lost	10,334 (2008) <sup>2</sup>	9,835 (2009) <sup>2</sup>	TN: 8,790 (2009) <sup>2</sup> US: 5,317 (2009) <sup>2</sup>
Experience of Care		CG-CAHPS H-CAHPS (Overall rating of 9 or 10 for Providers/Hosp)	83% (2011) <sup>3</sup> 72% (2011) <sup>3</sup>	83% (2011) <sup>3</sup> 72% (2011) <sup>3</sup>	TN: 69% (2011) <sup>3</sup>
Cost of Care		Preventable Hospital Stays (per 1000 admissions)	65/1000 (2009) <sup>2</sup>	62/1000 (2010) <sup>2</sup>	TN: 86/1000 (2010) <sup>2</sup> US: 49/1000 (2010) <sup>2</sup>

<sup>1</sup>CDC; <sup>2</sup>County Health Rankings; <sup>3</sup>Agency for Healthcare Research and Quality

### Living Well/Dying Well (Formerly End of Life)

Triple Aim Focus	Performance Overall	Measures	Baseline	Current	Benchmarks
Experience of Care		% Medicare Deaths in Hospital	31.0% (2007) <sup>1</sup>	31.0% (2007) <sup>1</sup>	U.S.: 24.6% (2009) <sup>1</sup>
		% of Inpatients w/ACP at Discharge	23% (2011) <sup>2</sup>	26% (2013) <sup>2</sup>	US: 20-30% (2010) <sup>3</sup>
Cost of Care		Total Medicare Reimbursements per Decedent, last 6 months of life	\$36,091 (2010) <sup>1</sup>	\$36,091 (2010) <sup>1</sup>	TN: \$31,809 (2010) <sup>1</sup> US: \$36,392 (2010) <sup>1</sup>

<sup>1</sup>Dartmouth Atlas; <sup>2</sup>Local Hospital Data; <sup>3</sup>USDHHS

# THE HEALTHY SHELBY LEADERSHIP

## Governance Council

### Chair:

[Kenneth S. Robinson, MD](#)  
Shelby County Government

### Members:

[Calvin Anderson](#)  
BlueCross BlueShield of TN

[Dave Archer](#)  
Saint Francis Hospital

[Ruby Bright](#)  
Women's Foundation for a Greater Memphis

[Eugene Cashman](#)  
The Urban Child Institute

[Michael Cates](#)  
Memphis Medical Society

[Reginald Coopwood, MD](#)  
Regional Medical Center at Memphis

[Rick Donlon, MD](#)  
Christ Community Health Services

[Thomas Feeney](#)  
Healthy Memphis Common Table

[Dawn Fitzgerald](#)  
QSource

[Renee S. Frazier](#)  
Healthy Memphis Common Table

[Willeen Hastings](#)  
Memphis Health Center

[Sally Heinz](#)  
MIFA

[Doug King](#)  
Medtronic Spinal Restorative Therapies

[Lisa Klesges, PhD](#)  
University of Memphis, School of Public Health

[Mark H. Luttrell, Jr.](#)  
Shelby County Mayor

[John Moore](#)  
Greater Memphis Chamber

[Scott Morris, MD](#)  
Church Health Center

[Rev. Keith Norman](#)  
First Baptist Church-Broad

[Walter Rayford, MD](#)  
Bluff City Medical Society

[Steve Reynolds](#)  
Baptist Memorial Health Care

[Eric Robertson](#)  
Community L.I.F.T. Corporation

[Diane Rudner](#)  
The Plough Foundation

[Douglas Scarboro](#)  
City of Memphis

[Gary Schorb](#)  
Methodist Le Bonheur Healthcare

[Steve Schwab, MD](#)  
University of Tennessee Health Science Center

[Blair Taylor](#)  
Memphis Tomorrow, Inc.

[Cristie Upshaw Travis](#)  
Memphis Business Group on Health

[Bob Waller, MD](#)

[A C Wharton](#)  
City of Memphis Mayor

[Travis Williams](#)  
Department of Human Services

[Jan Young, PhD](#)  
Assisi Foundation

## Infant Mortality

### Co-Chairs:

[Sandra Allen](#)  
Le Bonheur Center for Children and Parents

[Yvonne Madlock](#)  
Shelby County Health Department

### Members:

[Alicia Anderson](#)  
A Step Ahead Foundation

[Sarah Boop](#)  
Le Bonheur Children's Hospital

[Marla Brown](#)  
Agape Child and Family Services

[Clarence Davis, MD](#)  
BlueCross BlueShield of TN

[Linda DeBaer](#)  
Regional Medical Center at Memphis

[Ramasubbareddy Dhanireddy, MD](#)  
Regional Medical Center at Memphis

[Kathy Duncan](#)  
Institute for Healthcare Improvement

[Renee S. Frazier](#)  
Healthy Memphis Common Table

[Claudia Haltom](#)  
A Step Ahead Foundation

[Elizabeth Hart](#)  
Shelby County Health Department

[Susan Helms](#)  
Le Bonheur Children's Hospital

[Karen Hill](#)  
March of Dimes

[Dottie Jones](#)  
Shelby County Government

[Catherine Joyce](#)  
The Urban Child Institute

[Brenda Kyles](#)  
Shelby County Health Department

[Linda Moses, MD](#)  
University of TN Health Science Center

[Bernard Nelson](#)  
Shelby County Health Department

[Valencia Nelson](#)  
March of Dimes

[Cynthia Nunnally](#)  
Shelby County Health Department

[Maureen O'Connor](#)  
Le Bonheur Children's Hospital

[Jennie Robbins](#)  
Church Health Center

[Kenneth S. Robinson, MD](#)  
Shelby County Government

[Traci Sampson](#)  
Consilience Group

[Julie Sanon](#)  
Agape Child and Family Services

[Pam Sere](#)  
Baptist Memorial Health Care

[Kelly Smith](#)  
Regional Medical Center at Memphis

[Michelle Taylor, MD](#)  
Shelby County Health Department

[Anita Vaughn](#)  
Baptist Memorial Health Care

[Travis Williams](#)  
Shelby County Health Department

## Chronic Disease

### Co-Chairs:

[Scott Morris, MD](#)  
Church Health Center

[S. Edwards Dismuke, MD](#)  
University of Memphis, School of Public Health

**Members:**  
[SangNam Ahn, PhD](#)  
University of Memphis, School of Public Health

[James Bailey, MD](#)  
University of TN Health Science Center

[Rev. Bobby Baker](#)  
Congregational Health Network

[Katora Campbell, DrPH](#)  
Church Health Center

[Rick Donlon, MD](#)  
Christ Community Health Services

[Renee S. Frazier](#)  
Healthy Memphis Common Table

[Carl Getto, MD](#)  
Regional Medical Center at Memphis

[Kathy Graham, RN](#)  
Baptist Memorial Health Care

[Lisa Klesges, PhD](#)  
University of Memphis School of Public Health

[Ann Langston](#)  
Church Health Center

[David Maness, DO](#)  
University of Tennessee Health Science Center

[Sterling McNeal](#)  
Church Health Center

[Georgia Oliver](#)  
Church Health Center

[Ed Rafalski, PhD](#)  
Methodist Le Bonheur Healthcare

[Kenneth S. Robinson, MD](#)  
Shelby County Government

[Antony Sheehan](#)  
Church Health Center

[Sheridan Smotherman](#)  
Church Health Center

[Michaela Sturdivant](#)  
Church Health Center

[Cristie Upshaw Travis](#)  
Memphis Business Group on Health

[Mark Yancy](#)  
Methodist Le Bonheur Healthcare

  

## Living Well/Dying Well

**Co-Chairs:**  
[Donna Abney](#)  
Methodist Le Bonheur Healthcare

[Nancy Averwater](#)  
Baptist Trinity Home Care and Hospice

  

**Members:**  
[Sally Aldrich](#)  
Methodist Le Bonheur Healthcare

[Mary Alexander](#)  
Saint Francis Hospital

[Jeri Ashley](#)  
Baptist Memorial Health Care

[Sandra Bailey](#)  
Methodist Le Bonheur Healthcare

[Rev. Bobby Baker](#)  
Methodist Le Bonheur Healthcare

[Darla Belt](#)  
Baptist Memorial Health Care

[Virginia Betts, JD](#)  
University of Tennessee Health Science Center

[Teresa Britt](#)  
University of Tennessee Health Science Center

[Rev. Anthony Burdick](#)  
Baptist Memorial Health Care

[Aimee Burnwatt](#)  
RISE Foundation

[Valerie Burrow](#)  
Baptist Memorial Health Care

[Pam Castleman](#)  
Regional Medical Center at Memphis

[Kathy Duncan](#)  
Institute for Healthcare Improvement

[Dana Dye](#)  
Baptist Memorial Health Care

[Greg Eller](#)  
Christian Brothers University

[Dawn Fitzgerald](#)  
QSource

[Dee Flood](#)  
Methodist Le Bonheur Healthcare

[Renee S. Frazier](#)  
Healthy Memphis Common Table

[Cecilia Garrison](#)  
Christian Brothers University

[Kathy Graham](#)  
Baptist Memorial Health Care

[Cori Grant](#)  
QSource

[Brian Hogan](#)  
Baptist Memorial Health Care

[Susan Jacob, PhD](#)  
University of Tennessee Health Science Center

[Allison Jones](#)  
Church Health Center

[Mary Anna Kaplan](#)

[Pat Keene, DNP](#)  
Union University

[Rose Lindsey-Giulian, PhD](#)

[Rev. Perry Little](#)  
Methodist Le Bonheur Healthcare

[Anidra Lomax](#)  
Memphis Area Legal Service, Inc.

[Betty Sue McGarvey, DSN](#)  
Baptist Memorial Health Care

[Scott Morris, MD](#)  
Church Health Center

[Rev. Keith Norman](#)  
First Baptist Church-Broad

[Rod Robinson](#)  
Baptist Memorial Health Care

[Anita Scales](#)  
Gayle Shiba, DNSc  
University of Memphis

[Wanda Slater](#)  
Regional Medical Center at Memphis

[Tim Smith, PhD](#)  
Union University

[Michaela Sturdivant](#)  
Church Health Center

[Mary Alice Taylor](#)  
Methodist Le Bonheur Healthcare

[Peggy Veese, EdD](#)  
Christian Brothers University

# HEALTHY SHELBY STAFF

[Debra Bartelli, DrPH](#)  
Project Director

[Kathy O. Lofton, MBA, MPA](#)  
Program Coordinator

[Rene Buttrey](#)  
Project Assistant

[Kathy Duncan](#)  
Process Improvement Consultant