



2022-2023 IMPLEMENTATION STRATEGY

Mee Memorial Healthcare System

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IDENTIFYING SIGNIFICANT HEALTH NEEDS

ABOUT MEE MEMORIAL HEALTHCARE SYSTEM

Mee Memorial Healthcare System, based in King City, California, is a not-for-profit, rural serving southern Monterey County. With 328 employees, Mee Memorial provides services primarily to residents of King City and Greenfield, but also serves those in rural communities from Bradley to Soledad. Mee Memorial Healthcare System is accredited by The Joint Commission.

Mee Memorial Healthcare System is the only Critical Access hospital in southern Monterey County, and offers emergency room services for locals and visitors alike within a fifty-mile radius. This remote location has brought with it many challenges, not the least of which has been the responsibility of caring for the 80,000 people who make southern Monterey County their home. We do not take this responsibility lightly, and we have struggled to ensure that the people of southern Monterey County have access to the same level of life-affirming, technologically-relevant care as their counterparts in much larger metropolitan areas. Mee Memorial Healthcare System provides the following services:

- Inpatient
- Outpatient
- Emergency Care
- Surgical Services
- 25 acute care beds, 48 skilled nursing beds

At Mee Memorial, our highest priority is to serve the healthcare needs of our community. This includes offering an extensive array of services with a commitment to the highest possible standards. This strategy allows Mee Memorial Healthcare System to better understand and reach the most vulnerable sectors of the community, while meeting pressing healthcare needs. The goal is to improve the community's health status by empowering citizens to make healthy life choices.

Mee Memorial Healthcare System completed its last Community Health Needs Assessment in 2019



OUR COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

Mee Memorial Healthcare System recently embarked on a comprehensive Community Health Needs Assessment (CHNA) process to identify and address the key health issues for our community.

Definition of the Community Served

Mee Memorial Healthcare System's community, as defined for the purposes of the Community Health Needs Assessment and Implementation Strategy, include each of the residential ZIP Codes that comprise the hospital's Primary Service Area (PSA), including: 93960, 93927, 93930, 93926, 93932, 93954, 93932, 93450, and 93426. A geographic description is illustrated in the following map.

This community definition was determined because over 80% of Mee Memorial's patients originate from this area.



How CHNA Data Were Obtained

The CHNA incorporated data about the community from multiple sources, including both primary and secondary data:

- A population-based survey among a representative sample of community residents (the PRC Community Health Survey)
- An online survey of public health representatives, health providers, and a variety of other community service providers and stakeholders (the PRC Online Key Informant Survey)
- A review of existing vital statistics, public health, census, and other data

The CHNA allowed for extensive comparison to benchmark data at the state and national levels.

The assessment was conducted on behalf of Mee Memorial Healthcare System by PRC, a nationally recognized health care consulting firm with extensive experience conducting Community Health Needs Assessments in hundreds of communities across the United States since 1994.

Identifying & Prioritizing Health Needs

Areas of Opportunity

Significant health needs (or “Areas of Opportunity”) were determined in our CHNA after consideration of various criteria, including: standing in comparison with benchmark data; identified trends; the preponderance of significant findings within topic areas; the magnitude of the issue in terms of the number of persons affected; and the potential health impact of a given issue.

Prioritized List of Health Needs

After reviewing the Community Health Needs Assessment findings, internal team members and community stakeholders met to evaluate and prioritize the top health needs for our community. The participants were asked to evaluate each health issue along two criteria: 1) scope and severity of the health issue; and 2) the hospital’s/community’s ability to impact that issue. Individual ratings for each criterion were averaged for each tested health issue, and then these composite criteria scores were averaged to produce an overall score. This process yielded the following prioritized list of health needs for our community:

1. Diabetes
2. Mental Health
3. Access to Health Care Services
4. Nutrition, Physical Activity & Weight
5. Heart Disease & Stroke
6. Substance Use
7. Housing



8. Infant Health & Family Planning
9. Injury & Violence
10. Cancer
11. Oral Health
12. Potentially Disabling Conditions





ADDRESSING THE SIGNIFICANT HEALTH NEEDS

HOSPITAL & CLINIC-LEVEL COMMUNITY BENEFIT PLANNING

This summary outlines Mee Memorial Healthcare System's plan (Implementation Strategy) to address our community's health needs by 1) sustaining efforts operating within a targeted health priority area; 2) developing new programs and initiatives to address identified health needs; and/or 3) promoting an understanding of these health needs among other community organizations and within the public itself.

Priority Health Issues to Be Addressed

In consideration of the top health priorities identified through the CHNA process — and taking into account hospital resources and overall alignment with the hospital's mission, goals and strategic priorities — it was determined that Mee Memorial would focus on developing and/or supporting strategies and initiatives to improve:

1. Diabetes
2. Mental Health
3. Access to Health Care Services

Issues That Will Not Be Addressed & Why

In acknowledging the wide range of priority health issues that emerged from the CHNA process, Mee Memorial Healthcare System determined that it could only effectively focus on those which it deemed most pressing, most under-addressed, and/or most within its ability to influence.



Health Priorities Not Chosen for Action	Reason
Nutrition, Physical Activity & Weight	This is a topic Mee Memorial Healthcare System providers handle regularly in coordination with local high schools and via sports physicals and preventative checkups and ongoing patient care. We also offer healthy meal cooking demos on our YouTube channel, education tips on these topics via social media and via our newsletter to meet this need so given our limited resources we felt we were doing what we can to address this topic
Heart Disease & Stroke	Mee Memorial Healthcare System does not have cardiology team on staff. Limited resources excluded this as an area chosen for action. We work closely with other community organizations to refer patients to local resources better equipped to manage patients who need careful heart disease care and offer healthy diet heart disease and stroke prevention via patient education (check-ups, social media newsletters) to meet this need.
Substance Use	Mee Memorial Healthcare System has limited resources, services and expertise available to address alcohol, tobacco and other drug issues. We work closely with other community organizations such as Sun Street Center which has the infrastructure and programs in place to better meet this need. Limited resources excluded this as an area chosen for action.
Housing	Mee Memorial Healthcare System believes that this priority area falls more within the purview of the county health department and other community organizations, such as CHISPA and CCA. Limited resources and lower priority excluded this as an area chosen for action.
Infant Health & Family Planning	Advisory committee members felt that more pressing health needs existed. Limited resources and lower priority excluded this as an area chosen for action. Our new Children’s Health and Wellness Center opening in early 2023 can assist in addressing this need in the near future.
Injury & Violence	Mee Memorial Healthcare System believes that this priority area falls more within the purview of the county health department and other community organizations. Limited resources and lower priority excluded this as an area chosen for action.



Cancer	Mee Memorial Healthcare System feels that efforts outlined herein to improve access to health services will have a positive impact on early detection of cancers, and that a separate set of cancer-specific initiatives was not necessary. Our new mammography and radiology upgrades are a significant step in this direction.
Oral Health	As a medical organization Mee Memorial Healthcare System has limited resources, services and expertise available to address this issue. Other professional organizations have infrastructure /programs in place to better meet this need. Limited resources excluded this as an area chosen for action.
Potentially Disabling Conditions	Mee Memorial Healthcare System believes that this priority area falls more within the purview of the county health department and other community organizations. Limited resources and lower priority excluded this as an area chosen for action.



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Action Plans

The following displays outline Mee Memorial Healthcare System’s plans to address those priority health issues chosen for action in the FY2022-FY2023 period.

Priority Area #1: Diabetes	
Community Health Need	Reduce the prevalence of diabetes
Goal(s)	<ul style="list-style-type: none"> Establish robust community and employee wellness and diabetes education.
Target Population(s)	Southern Monterey County residents
Partnering Organization(s)	N/A
Action Plan	<ul style="list-style-type: none"> Recruit a Nurse Practitioner to provide diabetes education. Establish a wellness program for employees. Establish new section of Mee Memorial website focusing on healthy eating, living and exercise. Increase social media outreach promoting healthy living. Hold community workshops and cooking demos to promote healthy eating habits. Provide videos for web and social media highlighting healthy eating, wellness and exercise advice. Continue to promote diabetes month on an annual basis. Develop a local walking map to encourage community exercise. Partner with our local Foodbank to provide healthy recipe cards and wellness information. Partner with local farmers and or local gymnasiums to promote the benefits of healthy eating and exercise.



Priority Area #2: Mental Health

Community Health Need	Provision of mental health services
Goal(s)	<ul style="list-style-type: none">• Provide current resources and education regarding mental health to the community.• Explore in-person and telehealth options for providing behavioral health and mental health services.
Target Population(s)	South Monterey County residents
Partnering Organization(s)	Monterey County Behavioral Health
Action Plan	<ul style="list-style-type: none">• Provide educational materials about mental health challenges such as stress, anxiety, depression, etc.• Provide resource information about mental health crisis lines and form partnerships to promote resources to the community.• Include mental health education within the wellness section of the Mee Memorial wellness webpage.• Promote mental health information and resources on social media and public outreach.• Continue to explore partnerships for mental health telehealth services for the South County Community.



Priority Area #3: Access to Health Care Services

Community Health Need Improve access to primary care services.

Goal(s)

- Recruit and retain long-term providers
- Regularly evaluate, and, where possible, improve and strengthen service lines.

Target Population(s) Southern Monterey County residents

Partnering Organization(s) Internal: Clinic Staff

Action Plan

- Continue to recruit mission driven long-term providers.
- Open dedicated pediatric clinic.
- Expand and upgrade ED and radiology.
- Develop Orthopedic services.

Implementation Strategy Adoption

On November 28, 2022, the Board of Mee Memorial approved this Implementation Strategy to undertake the outlined measures to better address the significant health needs of the community.

This Implementation Strategy document is posted on the hospital's website.

