Community Health Implementation Strategy

FY 2025











Executive Summary

Outer Banks Health (OBH) Overview

Outer Banks Health Hospital is a 21-bed, not-for-profit, critical access hospital located in Nags Head, NC. The hospital serves residents and visitors of Dare County and the surrounding region by promoting wellness and providing the highest quality healthcare services. The primary service area for Outer Banks Health encompasses Dare County, with a year-round population of 35,000. Dare County is located along the coast in northeastern North Carolina. Municipalities within Dare County include Avon, Buxton, Frisco, Hatteras, Manns Harbor, Kitty Hawk, Manteo, Nags Head, Kill Devil Hills, Southern Shores, and Duck. Dare county also serves the many visitors during the summer season when the population swells to 250,000.

Outer Banks Health Hospital is one of nine hospitals that comprise ECU Health (ECUH), a regional health system serving more than 1.4 million people in 29 counties throughout rural eastern NC. Most of the counties served by ECU Health are ranked in the top 40 most economically distressed areas in the state with Dare County being ranked a Tier 2 county (67% of ECU Health's counties are classified as Tier 1 counties; 33% of the counties are classified as Tier 2 counties¹). The system consists of ECU Health Medical Center, eight community hospitals, an ambulatory surgery center, wellness and rehabilitation facilities, home health agencies, and other independently operated health services. The mission of ECU Health is to improve the health and well-being of eastern North Carolina. The system's vision is to become a national model for rural health and wellness by creating a premier, trusted health care delivery and education system. Integral to the mission is the commitment to be responsive to the community's needs and to provide high quality, cost-effective health care services.

Because of proximity of the Outer Banks, NC to Chesapeake, VA, Outer Banks Health is also partially owned by Chesapeake Regional Healthcare, a health system laser-focused on innovation, known for making medical history in the region and providing patients with truly personal care. Its hospital, Chesapeake Regional Medical Center, is the only independent, community-based hospital in Hampton Roads.

Community Health Needs Assessment (CHNA) Overview and Leadership

A Community Health Needs Assessment (CHNA) helps health leaders evaluate the health and wellness of the community they serve and identify gaps and challenges that should be addressed in the Implementation Strategies. The 2025 CHNA was guided by leaders from the Health ENC collaborative and the Dare County CHNA Leadership team.

¹ Source: North Carolina Department of Commerce (2024). County Distress Rankings (Tiers), retrieved from https://www.commerce.nc.gov/grants-incentives/county-distress-rankings-tiers

The Health ENC Steering Committee

Name	Title	Organization
Lorrie Basnight	Executive Director	Eastern Area Health Education Center (AHEC)
Amanda Betts	Public Health Education Coordinator	Albemarle Regional Health Services (ARHS)
April Culver	Vice President, External Affairs	UNC Johnston Health
Caroline Doherty	Community Health Consultant	Roanoke Chowan Community Health Center (RCCHC)
Laura Ellis	Health Education	Halifax County Health Department
Sandra McMasters	Community Benefit Project Manager	Sentara Health
Claire Mills	Director	Eastern AHEC
Emmanuelle Quenum	Health Education Director	Greene County Department of Public Health (DPH)
Rose Ann Simmons	Director, Community Health Improvement	ECU Health
Michelle Wagner	Public Health Educator	Dare County Department of Health & Human Services (DHHS)

In addition to the Health ENC Steering Committee, the Dare County 2025 CHNA is a product of a local and regional collaborative process. On the local level, Healthy Carolinians of the Outer Banks, Outer Banks Health, and Dare County Department of Health & Human Services took a leadership role to facilitate the CHNA process.

HCOB Executive Committee Members

Name	Title	Organization
Gail Hutchison	Victim's Advocate, HCOB Chair	Dare County Sheriff's Office
Dianne Denny	Chair, HCOB Vice Chair	Outer Banks Dementia Task Force
Sheila Davies	Director, Public Health Director	DCDHHS
Ronnie Sloan	President	Outer Banks Health
Amy Montgomery	Executive Director, Operations	Outer Banks Health

Community Health Assessment Coordinators

Name	Title	Organization
Kelly Nettnin Fleming	Health Education & Outreach Supervisor	DCDHHS
Jennifer Schwartzenberg	Director, Community Outreach and Development	Outer Banks Health
Michelle Wagner	Public Health Educator	DCDHHS
Lyndsey Hornock	Program Coordinator, Community Outreach and Development	Outer Banks Health
Lea Anne Campbell	Community Outreach Coordinator, Community Outreach and Development	Outer Banks Health
Laura Willingham	Human Services Planner	DCDHHS

HCOB Members

Name	Title	Organization
Jennie Collins	Director	Dare County Emergency Medical Services
Lyn Jenkins	Executive Director	Community Care Clinic of Dare
Tess Judge	Member	Dare County Community
Roxana Ballinger	Health Education & Outreach Manager	DCDHHS
Chris Sawin	Executive Director	Outer Banks Community Foundation
Gail Sonnesso	Director	GEM Day Services
Jenniffer Albanese	Executive Director	Interfaith Community Outreach
Patty McKenna	Executive Director	Outer Banks Relief Foundation

CHNA Participants and Stakeholders

As part of the assessment process, members of HCOB, Outer Banks Health, and Dare County Department of Health & Human Services worked collaboratively to distribute a community health opinion survey and facilitate focus groups to various segments of the population in Dare County. The survey was available in English and Spanish as a web-based tool or in print. The survey was distributed to a broad range of people in the community, targeting different income levels, including underserved members of the community, the elderly, and the general population. Over 1,200 community members responded to the survey. In addition to the survey, three focus groups and fifteen key-informant interviews were conducted, with a variety of community members from different backgrounds, age groups and life experiences.

Dare County CHNA Stakeholders

Healthy Carolinians of the Outer Banks (HCOB) had a variety of community partners contributing to the CHNA process on the local level who assisted with community engagement activities, provided feedback, and participated in the prioritization process. A summary of the partner organizations who participated in the process is below.

Type of Partner	Number of Partners
Healthcare	5
Health & Human Services Agencies	6
Non-Profit Community Aid	4
Older Adult/Dementia-Related Services	2
Criminal Justice & Law Enforcement	1
Community Members	1

2025 Community Health Priorities for Dare County

The comprehensive 2025 Community Health Needs Assessment for Dare County included significant input from community members, as well as a wealth of information from local, state, and national data sources. Key stakeholders reviewed primary and secondary data. Following an in-depth discussion of the assessment data and existing community resources, the key stakeholder group selected three health priorities for focus over the next three years.

These three health priorities are:

- Access to Care
- Mental Health
- Substance Use

Implementation Strategies

	Healthy Priority 1: Access to Care Result: All people in Dare County will have equitable access to high quality healthcare.			
	rograms	Performance Measures (PM)	Partners	
	Strategies	How much/ How well/ Is anyone better off	rattieis	
	Coalitions	Thow machy flow welly is unyone better off		
P	Advance Care Planning Advance care planning improves access to care and quality of life of patients and families in Dare County by providing advance care planning education and clinics in community-based sites to help ensure that one's treatment preferences are discussed, documented and honored by family, friends, and medical providers.	 Number of individuals educated on ACP/EOL Number of individuals completing an advance directive Percent of individuals educated that complete an advance directive Number of events held in Outer Banks community 	 ECU Health Advance Care Planning Team OBH Outreach Team Note: ECUH will assist with data pulled for OBH 	
P	Men's Health Initiative This initiative leverages businesses and organizations as a point of contact to address health disparities and promote health awareness, particularly within underserved communities	 Number of participating businesses and organizations Number of community events promoted in businesses and organizations 	 Hardware stores Rotary clubs Lions club Homebuilders Association Boat Builders Association Fitness centers incl. YMCA, senior centers, local gyms 	
P	Benevolent Fund Assistance Benevolent Fund Assistance and Charity Care programs ensure that eligible patients receive essential medical services regardless of their ability to pay, aiming to improve community health outcomes by reducing financial barriers to care.	 Number of individuals positively impacted via benevolent funds Total amount of funds spent Number of taxi vouchers distributed Number of individuals receiving Durable Medical Equipment assistance Number of individuals receiving medication assistance 	 OBH Inpatient, ED, Accounting OBH Care Management Team 	
P	Blood Drives Hosts regular on-site blood drives to increase local blood supply and support regional healthcare needs, contributing to improved patient outcomes and community resilience. Care Management and	 Number of events Number of persons served Only programs need performance measures, though	 The Blood Connection Outer Banks Family YMCA OBH Outreach Team 	
31	Navigation Partner with Access East and OBH to enhance care management and navigation services.	 they may arise later from a strategy or coalition. Familiar Faces program (ED) number of patients Number of contacts to support individuals in this program Length of Stay (LOS) average Discharge planning and discharge destination 	 OBH Care Management Team Access East 	
Р	Oncology Navigation	Number of patient interactions	OBH Cancer Services	

	OBH provides a nurse navigator, social worker, lay navigator, and financial navigator to assist patients through their	Patient breakdown by diagnosis	Access East
P	Chronic Disease Navigation OBH provides a nurse navigator who takes referrals for newly diagnosed and uncontrolled diabetics to help them manage their disease. Navigator also works closely with the stroke committee and provides care navigations for patients following a stroke diagnosis.	 Number of patient interactions Patient breakdown by diagnosis Number of referrals to Chronic Disease Nurse Navigator 	 OBH Chronic Disease Nurse Navigator Access East
P	Inpatient and Emergency Case Management OBH provides case management prior to and upon discharge from inpatient and emergency departments. Hospitalists serve as providers following discharge at the OBH Transitional Care clinic.	 Number of patient interactions Patient discharge destination metrics Familiar Faces Program (ED) Cold calls to ED Care Management Transitional Care Clinic and number of patients referred Number of TCC patients; referrals; and primary care placement 	 OBH Case Managers in Emergency Department and Inpatient (PCP's, insurance, medical equipment) Access East
P	Community-Based Cancer Screenings Provide cancer awareness education regarding early detection and prevention as well as provide opportunities for uninsured residents to receive recommended cancer screenings for five key cancers.	Number of cancer screenings FIT Testing Lung Mammography Skin Prostate Abnormal, suspicious, or diagnosis findings from cancer screenings who are then referred to Cancer Nurse Navigator FIT Testing Lung Mammography Skin Prostate	 Walgreens Dare County Libraries (3) Baum Center Virginia Tillett Center Fessenden Center Outer Banks Family YMCA Various Dare County towns and
P	Community-Based Health Education and Screenings Health education events for top chronic disease and general wellness are offered throughout the county. Health screenings for cholesterol, glucose, blood pressure and BMI are offered in vulnerable communities.	 Number of events Screening Education Number of individuals receiving a health screening Blood Pressure Only Glucose and/or A1c Only Biometric (BP, glucose, cholesterol, and/or BMI) Screening booklet distribution Patient Education portal developed and shared throughout the community 	 Baum Center Virginia Tillett Center Fessenden Center Dare County Libraries (3) Outer Banks family YMCA Dare County Schools College of the Albemarle Various Dare County towns and municipalities
P	Community Benefit Grants Program - Access to Care Invests in local partners working to remove barriers to care, fostering healthier communities by supporting innovative solutions that connect individuals to essential health services.	 Total amount awarded – (Access to Care) Total clients served – (Access to Care) 	 ECU Health Foundation Chesapeake Regional Medical Center OBH Development Council

P	CPR & AED Access The CPR and AED Program aims to increase lifesaving skills in rural eastern North Carolina by providing free, accessible CPR and AED training to team members and community members through strong community partnerships. ECU HealthNow	 Total number of AEDs distributed Number of individuals trained on AED use and hands only CPR Number of AED activations Number of free CPR training classes offered to OBH team members Number of team member participants Number of free CPR training classes offered to OBH community Number of community participants Only programs need performance measures, though 	Compress and Shock Foundation American Heart Association OBH Cardiology Nurse Note: ECUH will assist with data pulled for OBH
31	ECU HealthNow lets you speak directly with a doctor 24/7 on any device that has internet access.	they may arise later from a strategy or coalition.	• OBH
ST	Enhance Primary and Specialty Care Access Partner with Outer Banks Medical Group to improve access to care by increasing the number of available primary and specialty care appointments through on-site and telehealth services, making it easier and faster for people to get the help they need.	 Number of primary appointments Total number of primary providers Primary provider turnover rate Number of specialty care appointments Total number of specialty care providers Specialty care provider turnover rate Number of residents who complete Rural Family Residency Medicine Program Percentage of residents who stay in Dare County Outer Banks Medical Group engagement scores for team members and providers Patient Experience metrics Transitional Care Clinic 	 Outer Banks Medical Group OBH Office of Experience
P	Healthcare Career Promotion These programs promote careers in health care for students and the general public.	 Number of individuals attending career fairs Number of Health Sciences Academy Students Number of health-related career fairs attended by Outer Banks Health Number of students attending the Healthcare Exploratory Program (held twice per year) Number of new nursing graduates hired at Outer Banks Health Number of students participating in Summer Student Volunteer Program 	 Dare County Schools College of the Albemarle OBH ECU Health OBH Volunteer Services
ST	Health Hub Online Tool Online portal that collects up-to-date information related to healthcare and other important resources for the Outer Banks community. The Health Hub will improve access to vital healthcare and community resources, specifically targeting underserved areas.	 Number of participating organizations Number of visits to the website Reach and interaction of website to the community (how we promote, number of ads, etc driving traffic to the website) 	 DCDHHS OBH Healthy Carolinians of the Outer Banks Access to Healthcare Task Force Outer Banks Community Foundation Outer Banks Visitors Bureau
Р	HealThy Neighbors Healthy Neighbors in a partnership to improve the health and well-being of eastern North Carolina through the integration of faith and health leadership.	 Number of participating HealThy Neighbor churches Percentage of churches implementing annual nutrition event 	 Participating faith- based organizations OBH Community Outreach Team and

ST	I Gave Birth Initiative The "I Gave Birth" initiative at ECU Health provides postpartum patients with a bracelet to wear for six weeks, serving as a visual reminder of AWHONN Post Birth Warning Signs and helping healthcare providers quickly identify and respond to	 Percentage of churches implementing annual physical activity event Percentage of individuals with a decrease in their blood pressure, BMI, and/or glucose Only programs need performance measures, though they may arise later from a strategy or coalition. 	Center for Healthy Living Note: ECUH will assist with data pulled for OBH OBH Labor & Delivery Department
P	Birthing and Prenatal Classes Classes include labor/childbirth, newborn care/breastfeeding/postpartum recovery, and a class covering multiple first trimester topics.	 Number of classes offered Number of participants per class Number of referrals to Triple P Baby Program through CYP 	 OBH Women's Care Children & Youth Partnership (CYP)
P	Insurance Access Partners within the system assist individuals with gaining access to insurance.	Care Management support with insurance access	OBH Care Management
ST	Outer Banks Home Blood Pressure Monitor Initiative This program is designed to help people self-monitor their blood pressure and make healthy lifestyle changes to control high blood pressure.	 Number of program participants Participation Rate Percentage of program participants who decrease their blood pressure at conclusion of program Care Companion participants 	 OBH and OBH Primary Care offices ECU Health Quality Individual Stakeholders/Patient Participants
ST	Maintain Get with The Guidelines Stroke Certification Maintains certification by adhering to evidence-based protocols and continuous quality improvement to ensure timely, high-quality stroke care and improved patient outcomes.	Only programs need performance measures, though they may arise later from a strategy or coalition.	OBH Stroke Ready Team
P	Stroke Support Network Initiatives Provides a safe space for survivors and caregivers to obtain emotional and social connection. Initiatives include peer support and shared experiences, education, caregiver support, motivation and empowerment, and resources.	 Number of support group sessions Held monthly, in person and virtual Number of participants per session Number of special events and number of attendees Annual Stroke Awareness Walk Stroke Comeback Walk Annual Luncheon 	 OBH Stroke Coordinator and Stroke-Ready Team OBH Chronic Care Nurse Navigator
P	SAM in Schools Initiative Educates students on stroke prevention and recognition through targeted outreach and engagement led by stroke care professionals.	Number of schoolsNumber of students	 OBH Stroke-Ready Team OBH Chronic Disease Nurse Navigator Dare County Schools
ST	MyChart MyChart is ECU Health's free online patient portal allowing patients to stay connected with their health care team and engage in their own care. It's an easy and secure way to access your health records, connect with your physicians and nurses, and feel more confident in your health.	Only programs need performance measures, though they may arise later from a strategy or coalition.	
ST	NCCARE 360 NCCARE 360 bridges gaps in a fragmented health and human services system by	Only programs need performance measures, though they may arise later from a strategy or coalition.	Unite Us

	connecting providers and organizations across sectors through a shared technology platform.		Note: ECUH will assist with data pulled for OBH
Р	Penny Pinchers — Healthy Grocery Store Tour Penny Pinchers - Health Grocery Store Tour is a program that empowers participants with key food shopping skills, including reading food labels, comparing unit prices, finding whole grain foods, and identifying three ways to purchase produce.	 Number of program participants Percentage of individuals successfully completing the \$15 challenge 	OBH Community Outreach Team and Center for Healthy Living
ST	ThriveOBX ThriveOBX is a vibrant community wellness initiative grounded in the proven connection between well-being and longevity. It's the choices we make everyday to nourish our bodies, avoid risky substances, move more, live with a sense of meaning and purpose, engage with others, stress less and sleep well. ThriveOBX is designed to inspire Outer Banks residents and visitors to embrace well-being through trusted guidance, practical tools and engaging programs rooted in the Thrive5: Nourish, Move, Purpose, Engage, and Balance.	 Number of partners (Access to Care) Number of events (Access to Care) Number of community members reached (Access to Care) 	 OBH DCHHS Community Partners

	Healthy Priority 2: Mental Health Result: All people in Dare County have access to mental health services.			
P=P ST=S	rograms Strategies Coalitions	Performance Measures (PM) How much/ How well/ Is anyone better off	Partners	
Р	Community Benefit Grants Program – Mental Health Supports local initiatives that expand access to mental health services, with a focus on prevention, early intervention, and community resilience.	 Total amount awarded – (Mental Health) Total clients served – (Mental Health) 	 ECU Health Foundation Chesapeake Regional Medical Center OBH Development Council 	
СО	Serve on local mental health awareness coalition Participates in collaboration with community partners on strategies that reduce the stigma and barriers often encountered by those who face mental health and substance use challenges.	Only programs need performance measures, though they may arise later from a strategy or coalition.	Breaking Through Task Force	
Р	Mental Health First Aid Mental Health First Aid is a course that teaches you how to identify, understand and respond to signs of mental illnesses and substance use disorders.	Number of classes taughtNumber of participants	DHHS – Breaking Through Task ForceOBH	
P	Emergency Behavioral Health Access Provide mental health assessments and care coordination in our emergency department.	 Number of ED mental-health related visits Adult Pediatric Number of days (LOS) in ED for mental health patients Adult Pediatric Number of transfers to inpatient mental health facilities 	 DHHS DC DSS Trillium Health Services Area mental health providers 	

ST	Telehealth Mental Health Access Provides patients with access to providers remotely through video conferencing for therapy and other appointments.	 Number/percentage of patients who return to the ED for treatment within 30 days Saving Lives Task Force report Only programs need performance measures, though they may arise later from a strategy or coalition. 	 OBH PCP Practices (Manteo and NH East) OBH Information Systems
Р	Get Real and Heel A 12-week group exercise program for people affected by cancer, facilitated by Outer Banks Health Cancer Services, Center for Healthy Living, Cardiovascular & Pulmonary Rehab, Physical Therapy and Occupational Therapy.	 Number of cohorts Number of participants Decrease in anxiety levels for participants Decrease in depression levels for participants 	 UNC Lineberger grant that has provided the tools and resources for the framework of the program. OBH Cancer Services OBH Center for Healthy Living OBH Physical and Occupational Rehab OBH Cardiovascular and Pulmonary Rehab
ST	ThriveOBX ThriveOBX is a vibrant community wellness initiative grounded in the proven connection between well-being and longevity. It's the choices we make everyday to nourish our bodies, avoid risky substances, move more, live with a sense of meaning and purpose, engage with others, stress less and sleep well. ThriveOBX is designed to inspire Outer Banks residents and visitors to embrace well-being through trusted guidance, practical tools and engaging programs rooted in the Thrive5: Nourish, Move, Purpose, Engage, and Balance.	 Number of partners (Mental Health) Number of events (Mental Health) Number of community members reached (Mental Health) 	OBH DCHHS Community Partners

	Healthy Priority 3: Substance Use Result: All people in Dare County have access to resources as a result of substance use.						
P=Programs ST=Strategies CO=Coalitions		Performance Measures (PM) How much/ How well/ Is anyone better off	Partners				
Р	Community Benefit Grants Program – Substance Use Supports local initiatives that expand access to substance use services, with a focus on prevention, early intervention, and community resilience.	 Total amount awarded – (Substance Use) Total clients served – (Substance Use) 	 ECU Health Foundation Chesapeake Regional Medical Center OBH Development Council 				
СО	Serve on local opioid/substance misuse coalition Participates in collaboration with community partners on strategies that prevent substance misuse, support recovery, and improve behavioral health outcomes.	Only programs need performance measures, though they may arise later from a strategy or coalition.	Saving Lives Task Force				
P	Medication Collection Events Provide a way for community members to safely dispose of old, unwanted, or unused medications.	Number of eventsNumber of medications collected	Dare County Sheriff's Office				

P	Emergency Behavioral Health Access Provide mental health assessments and care coordination in our emergency department.	 Number of ED substance abuse related visits Adult Pediatric Number of days (LOS) in ED for substance abuse patients Adult Pediatric Number of transfers to substance abuse facilities 	•	DHHS DC DSS Trillium Health Services Area treatment providers
		 Number/percentage of patients who return to the ED for treatment within 30 days 		
Р	Tobacco Cessation Coaching Evidence-based program to assist patients in reducing or quitting tobacco habits. Includes coaching and medication options.	Number of tobacco cessation visits	•	OBH Center for Healthy Living ECU Health Oncology
ST	Grey-Area Drinking Coaching Evidence-based program to assist patients in reducing alcohol consumption. Following certification in the NOURISH method, Lifestyle Medicine provider incorporates coaching into all lifestyle medicine visits when applicable.	Only programs need performance measures, though they may arise later from a strategy or coalition.	•	OBH Center for Healthy Living
ST	ThriveOBX ThriveOBX is a vibrant community wellness initiative grounded in the proven connection between well-being and longevity. It's the choices we make everyday to nourish our bodies, avoid risky substances, move more, live with a sense of meaning and purpose, engage with others, stress less and sleep well. ThriveOBX is designed to inspire Outer Banks residents and visitors to embrace well-being through trusted guidance, practical tools and engaging programs rooted in the Thrive5: Nourish, Move, Purpose, Engage, and Balance.	 Number of partners (Substance Use) Number of events (Substance Use) Number of community members reached (Substance Use) 	•	OBH DCHHS Community Partners

Approval

Outer Banks Health's Community Health Implementation Strategy for 2025-2028 was approved by the Board of Directors on August 15, 2025.

Chair, Outer Banks Health Board of Directors

8/15/25 Date