

Grand Itasca Clinic & Hospital

*2017-2019
Community Health Needs Assessment
Implementation Strategy*



granditasca[®]
Clinic & Hospital

Part of Fairview Health Services

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Background

Grand Itasca Clinic & Hospital has worked collaboratively with the broader community to improve the health of local community members since its inception in 2006.

In creating our 2017-2019 Community Health Needs Assessment Implementation Strategies, we were guided by the results of our 2016 Community Health Needs Assessment (CHNA) and the following objectives:

1. Align with Fairview Health Services strategic priorities
2. Align with national, state and local public health priorities
3. Include tactics targeted towards those who live in poverty and otherwise vulnerable community members
4. Demonstrate improved health and well-being in the communities we serve.

The implementation strategies outlined in this document will provide the foundation for Grand Itasca's community benefit work from 2017-2019.

About Grand Itasca Clinic & Hospital

Located in Grand Rapids, MN, Grand Itasca is a non-profit, integrated care delivery system that plays a vital role as both a leading employer and a powerful economic engine in our region. With nearly 60 employed providers who call Grand Rapids home, and many more visiting specialists rounding out the expert care that's available to our greater Itasca County community, Grand Itasca offers our community the latest in advanced medical technology and treatments within a facility that offers a welcoming and comforting health care environment.

Community Served by Hospital

Grand Itasca's community is comprised of over 79,000 people who live in one of four counties: Aitkin, Cass, Itasca and St. Louis. For the purposes of the Community Health Needs Assessment Implementation Strategy, community is defined as the population of the combined zip codes that comprise Grand Itasca's primary service area, as well as the counties that include a zip code in the primary service area. *See Appendix A* for a full list of zip codes in this community.

Background

This definition of community was selected to (1) provide continuity of definition of 2013 community health needs assessment, (2) align with internal strategy and planning definitions of community (e.g. the combined zip codes that comprise the primary service area), and (3) ensure alignment of priorities and existing relationships with county health departments that intersect with one or more zip codes that comprise the defined community.

Organization Mission

Grand Itasca's mission is patient-centered excellence, and we are driven by our vision of being a leader in transforming rural health care by achieving the highest levels of quality, access, and value.

Our Commitment to Community Health Improvement

Grand Itasca provides significant community benefits through a variety of activities carried out to improve community health. Examples of community health improvement activities are as follows:

- ***Free Community Health Screenings***

Grand Itasca, in partnership with the Itasca County Family YMCA, has been providing free monthly health screenings since September 2015. Open to the public, these health screenings are a great opportunity for YMCA members and non-members to learn their cholesterol, blood pressure, blood sugar and body mass index. In addition, all participants have an opportunity to discuss their results with a health coach before they leave.

- ***Walk with a Doc***

Walk with a Doc is a national program with the intention of increasing physical activity and encouraging behavior change. Grand Itasca hosts monthly Walk with a Doc events at the Itasca County Family YMCA that are free and open to the public. Each walk includes a brief, five to ten minute presentation by one of our doctors on a relevant health topic followed by a 40-minute walk lead by a Grand Itasca physician and other employees.

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Our Commitment to Access and Those Living in Poverty

Grand Itasca treats all patients with dignity and respect regardless of their circumstances. We want to ensure all community members have access to high quality medical care and help by providing programs to assist patients in accessing health care services that might otherwise be out of reach.

- ***Community Care***

Grand Itasca's Community Care program covers emergency and medically-needed care for those who qualify. Patients qualify for the program if their income is at or below 300 percent of the federal guidelines.

- ***Uninsured Hospital Patient Discount***

Grand Itasca may offer an upfront discount to uninsured patients for hospital and clinic services that are medically necessary.

- ***Senior Partners***

Senior Partners is a program for Minnesota residents with Medicare Part A and Part B. This program helps with Medicare deductibles and coinsurances.

- ***Sage Screening Program***

Grand Itasca participates in the Minnesota Department of Health Sage Screening Program. Through this means-tested program, community residents can receive diagnostic care for breast and cervical exams at no charge. After services are provided by Grand Itasca, the Sage Program reimburses Grand Itasca at the Medicaid maximum for the service.

Our Commitment to Requirements Under 501(r) Regulations

Work occurred in 2016 to update existing policies and secure senior leadership approval for Grand Itasca to bring the following policies into alignment with requirements of the Affordable Care Act:

- Financial Assistance Policies (FAPs)
- Emergency Medical Care Policies
- Limitation on Charges Policies
- Billing and Collection Policies

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Implementation Strategy Process

Grand Itasca followed Catholic Health Association's 2015 Assessing and Addressing Community Health Needs Guide and aligned with Fairview Health Services processes and standards in the 2017-2019 Community Health Needs Assessment Implementation Strategy development process and in identifying programming.

Grand Itasca regularly works closely with public health departments, community organizations and internal stakeholders to ensure community health work aligns with hospital and public health priorities. During the implementation strategy development process, it was also important to ensure community health programs include tactics designed to 1) target access, 2) target low income or otherwise vulnerable populations, and 3) demonstrably impact health and wellness.

Grand Itasca worked with its Community Health Steering Committee (CHSC) during the implementation strategy development process. *See Appendix B* for list of steering committee members. Initial steps in the implementation strategy development process included:

1. Grand Itasca staff and members of the Community Health Steering Committee Data Subcommittee (CHSCDS) reviewed:
 - Indicators tied to community demographics, social and economic factors, physical environment, clinical care, health behaviors and health outcomes at a state, county, community and zip code level. Data utilized in this review was retrieved from Community Commons, County Health Profiles and Community Need Index scores.
 - Indicators linked to mental health, health behaviors and substance abuse for students in ninth grade at a state and county level. Data utilized in this review was retrieved from the Minnesota Student Survey.

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2. Grand Itasca staff and CHSC members inventoried existing assets linked to the priority health needs. This review considered programming and other resources of Grand Itasca, Fairview Health Services, public health departments, community partners and other not-for-profits.
3. Grand Itasca's CHSCDS reviewed the most recent public health department Community Needs Assessment priorities from Itasca County as related to teen pregnancy, sexually transmitted diseases, transportation for seniors and low income community members, and drug abuse.

A Collaborative Approach

In January 2017, Grand Itasca joined Fairview Health Services as a wholly owned subsidiary and aligned their implementation strategy process. In addition to meetings conducted by Grand Itasca's CHSC, staff from Grand Itasca met with community health hospital leads from Fairview hospitals to discuss resources, review existing evidence-based programming around Fairview Health Services system-wide community health priority areas and identify "backbone" programs that are supported by community health outreach at all Fairview hospitals, including Grand Itasca.

Two Fairview Health Services system-wide community health priority areas were identified:

1. Mental health and well-being
2. Chronic disease prevention and management through healthy living

These two system-wide community health priorities were created to allow for an overarching focus for community benefits and community health work.

After ensuring that the priority areas selected by Grand Itasca's CHSC aligned, community health staff recommended the backbone programs to their CHSC.

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The backbone programs are tied to the system-wide priority areas and are offered at all hospitals, including Grand Itasca, with community-specific variation in participants, partners and when, where and how the program is offered. The implementation of these programs will vary based on each hospital's community, existing relationships and resources.

In identifying system-wide backbone programming the following criteria were considered:

- Ability to tie to at least one of Fairview Health Service's strategic priorities and at least one public health priority
- Ability to demonstrably impact community health and well-being
- Ability to resource the program
- Available partners (e.g., community interest, internal interest, public health alignment)
- Ability to address multiple levels of prevention— primary, secondary and tertiary
- Ability to be targeted to multiple kinds of participants (e.g., community members, patients, employees)
- Evidence-based program with established metrics

Through this process, three backbone programs were identified:

1. Mental Health First Aid USA and Youth Mental Health First Aid USA
2. Living Well: Chronic Disease Self-Management Program
3. Rethink Your Drink, Every Sip Counts!

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A Local Approach

In addition to the three system-wide backbone programs in the two priority areas, Grand Itasca identified hospital-specific programming linked to the local communities' specific health priorities found in the hospital's 2016 CHNA. In doing this the following criteria were established:

1. Hospitals have flexibility in programming as long as the hospital is in good-standing with system-wide programs around priority areas.
2. Hospital programs are linked to one of the hospital's CHNA identified priority health needs, and hospitals must have the:
 - Ability to tie to at least one of Fairview Health Service's strategic priorities and at least one public health priority
 - Ability to demonstrably impact community health and well-being
 - Ability to resource the program
 - Available partners (e.g., community interest, internal interest, public health alignment)
 - Ability to target the program to multiple kinds of participants (e.g., community members, patients, employees)
3. Hospitals are encouraged to build off of existing programming and with existing partners.

Using this method, Grand Itasca decided to continue its work on the newly developed Drug Disposal Program.

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Prioritized List of Significant Health Needs Identified In Community Health Needs Assessment

Grand Itasca used the collaborative and local implementation strategy development processes and referred to the 2016 CHNA to identify its significant health needs for 2016-2018. The priority areas are:

- Healthy living
- Mental wellness

Significant Health Needs To Be Addressed

Grand Itasca will address the identified health needs through four programs, all of which have tactics specifically selected to address access and target vulnerable community residents. A summary of the four programs is provided below.

Programs	Priority Needs		Tactics Targeting	
	Healthy Living	Mental Wellness	Vulnerable	Access
Mental Health First Aid		X	X	X
Living Well	X	X	X	X
Rethink Your Drink	X			
Drug Disposal	X		X	X

1. *Mental Health First Aid USA and Youth Mental Health First Aid USA*

Grand Itasca will collaborate with Fairview's six other hospitals to offer the evidence-based *Mental Health First Aid USA* and *Youth Mental Health First Aid USA* programs. Participants attend an eight-hour class in which they receive an overview of the risk factors of common mental health and substance abuse illnesses and participate in role-playing simulations to learn how to successfully offer help to those in crisis. Evaluation (e.g., participant pre- and post-test and a six-month evaluation) is built into the design of the program. In partnership with the Fairview Foundation, Fairview is committed to the resource needs and implementation of this program.

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The anticipated impacts for the *Mental Health First Aid* programs are to (1) increase knowledge of the signs, symptoms and risk factors of mental illnesses, (2) increase knowledge of the impact of mental and substance use disorders in participants, (3) increase awareness of local resources and where to turn for help, and (4) build capacity to assess a situation and help an individual in distress.

2. *Living Well: Chronic Disease Self-Management Program*

Grand Itasca will collaborate with Fairview's six other hospitals in the evidence-based *Living Well: Chronic Disease Self-Management Program* developed by Stanford Medicine. The format is a two-and-a-half-hour workshop held once a week, for six weeks, in community settings. Evaluation is built into the design of the program around the following topics: self-management behaviors, self-efficacy, health status, health care utilization and education.

The anticipated impacts for the *Chronic Disease Self-Management Program* are to (1) increase participant knowledge of techniques to deal with problems such as frustration, fatigue, pain and isolation, (2) increase participant knowledge of appropriate exercise for maintaining and improving strength, flexibility and endurance, (3) increase participant knowledge of appropriate use of medications, (4) increase participant ability to communicate effectively with family, friends and health professionals, (5) increase participants' decision-making ability, and (6) increase participants' ability to evaluate new treatments.

3. *Rethink Your Drink, Every Sip Counts*

Grand Itasca will collaborate with Fairview's six other hospitals, local resources and hospital vendors on the *Rethink Your Drink, Every Sip Counts!* campaign. This campaign is an initiative to educate community residents, Grand Itasca patients, patients' families and employees on the health risks associated with drinking sugar-loaded beverages. Grand Itasca and Fairview are committed to the resource needs and implementation of this program.

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The anticipated impacts for the *Rethink Your Drink, Every Sip Counts!* campaign are to (1) increase awareness of the risks associated with drinking sugar-sweetened beverages amongst community residents, Grand Itasca patients and employees and (2) bring existing vending contracts into alignment with Partnership for Healthier America's goal of less than 20 percent of vending beverages being sugar-sweetened.

4. *Drug Disposal Program*

Grand Itasca understands the significant impact that providing a safe, convenient and responsible means of disposing of prescription drugs can have on a community. Unused drugs pose unnecessary dangers to families and the people visiting their homes. Drug disposal programs, such as the one at Grand Itasca, are big steps toward preventing unnecessary deaths due to accidental medication exposure and in diverting medicines from entering the environment via household trash or flushing.

The anticipated impacts of the Drug Disposal Program will be focused on a policy, systems and environmental change (PSE) and measured using the Spectrum of Prevention framework. The anticipated impacts are to (1) increase awareness of the negative impacts associated with improper drug disposal including drug abuse, accidental overdose and environmental damage amongst community residents, Grand Itasca patients and employees and (2) reduce the amount of unwanted or unused medications in households in Itasca County (3) Collaborate with Itasca County Sheriff Department to create shared practices and guidelines for ongoing drug collection and targeted disposal events semi-annually on an ongoing basis (4) educate providers, pharmacy staff and interns on the dangers of improper drug disposal.

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Community Served in Implementation Strategy

The individuals who comprise Grand Itasca's defined community include our patients, their families, program participants and our employees. Below are examples how Grand Itasca's community health programs serve multiple populations within our community.

- ***Mental Health First Aid USA and Youth Mental Health First Aid USA*** programs target the entire Grand Itasca defined community, including the staff of organizations that serve vulnerable populations, Grand Itasca staff, patients and family members. In order to ensure access to low-income and/or otherwise vulnerable community members, the full-day training is taught at no charge.
- ***Living Well: Chronic Disease Self-Management Program*** targets people with at least one chronic health condition within Grand Itasca's defined community, including Grand Itasca staff, family members, patients and others in the community. Grand Itasca will partner with ElderCircle to offer these classes to the community ensuring access to low-income or otherwise vulnerable community members through free or reduced cost.
- ***Rethink Your Drink, Every Sip Counts! Campaign*** targets the entire Grand Itasca defined community, including staff, patients and family members.
- ***Drug Disposal Program*** targets the entire Grand Itasca defined community, specifically those who have unused or unwanted drugs in their homes. There is no cost to utilize the drug disposal box or participate in a drug disposal event, and no ID is required.

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Significant Health Needs Not Addressed

Although the following health needs were not selected as priority community health areas, Grand Itasca will continue to support other organizations in addressing these health needs whenever possible. Health needs not addressed include: access to healthy food, transportation and help for the under and uninsured. Other significant health needs initially discussed during the CHNA process include: anxiety, alcohol use, depression, and drug use, including prescription drugs which are included under the priority of “mental wellness.” Asthma, cancer, dementia, diabetes, heart disease, obesity, stroke, teen sexual health and tobacco use are included under “healthy living.”

Appendices

Appendix A: *Grand Itasca Clinic & Hospital Community Served*

Zip Code	City	County
55709	Bovey	Itasca
55713	Buhl	St. Louis
55716	Calumet	Itasca
55719	Chisholm	St. Louis
55721	Cohasset	Itasca
55722	Coleraine	Itasca
55730	Grand Rapids	Itasca
55736	Floodwood	St. Louis
55742	Goodland	Itasca
55744	Grand Rapids	Itasca
55745	Grand Rapids	Itasca
55746	Hibbing	St. Louis
55747	Hibbing	St. Louis
55748	Haypoint	Aitkin
55752	Jacobson	Aitkin
55753	Keewatin	Itasca
55764	Marble	Itasca
55765	Meadowlands	St. Louis
55769	Nashwauk	Itasca
55775	Pengilly	Itasca

Zip Code	City	County
55781	Side Lake	St. Louis
55784	Swan River	Itasca
55785	Swatara	Aitkin
55786	Taconite	Itasca
55793	Warba	Itasca
56469	Palisade	Aitkin
56626	Bena	Cass
56628	Bigfork	Itasca
56631	Bowstring	Itasca
56636	Deer River	Itasca
56637	Talmoon	Itasca
56641	Federal Dam	Cass
56655	Longville	Cass
56657	Marcell	Itasca
56659	Max	Itasca
56662	Outing	Cass
56672	Boy River	Cass
56680	Spring Lake	Itasca
56681	Squaw Lake	Itasca
56688	Wirt	Itasca

Appendices

Appendix B:

Community Health Steering Committee Members:

- Dale Adams, Mayor, City of Grand Rapids
- Kim Brink-Smith*, Executive Director, United Way of 1,000 Lakes
- Kelly Chandler*, Public Health Division Manager, Itasca County
- Cassi Chrzanowski, Marketing & Communications Manager, Grand Itasca Clinic & Hospital
- Jesse Davis, Program Administrator, Grand Rapids Area Community Foundation and Farmer's Market
- Jaci David, Program Officer, Blandin Foundation
- Melanie DeBay, Community Education Director, Independent School District (ISD) 318
- Ann Ellison, Director Community Health and Church Relations, Fairview Health Services
- Chris Fulton, Executive Director, Grand Rapids Area Community Foundation
- Christy Gustafson, Quality Director, Grand Itasca Clinic & Hospital
- Kelly Kirwin, Community Relations/Foundation Director, Grand Itasca Clinic & Hospital
- Georgia Lane, Healthy Aging Program Developer, Area Arrowhead Agency on Aging
- Jean MacDonnell, VP of Clinic Services, Grand Itasca Clinic & Hospital
- Betsy, McBride, Executive Director, Itasca County Family YMCA
- Molly McCann*, Director, Get Fit Itasca
- Amanda Okech, Director of Program Development, Kiesler Wellness Center
- Jon Pederson*, Director Information Services, Grand Itasca Clinic & Hospital
- Sara Procopio*, Recovery Specialist, Ross Resources
- Pat Rendle*, Superintendent, Independent School District (ISD) 2
- Corey Smith*, Financial Analyst, Grand Itasca Clinic & Hospital
- Brianne Solem*, Wellness Coordinator, Grand Itasca Clinic & Hospital
- Toni Youngdahl, MD*, Family Medicine, Grand Itasca Clinic & Hospital

**indicates a member of the Data and Prioritization Subcommittee*