

Section VI. Implementation Strategy

Introduction

Simply put, the implementation strategy for *The Health of Morrison County* community health needs assessment (CHNA) is the hospital's (community's) plan for addressing community health needs. It is sometimes referred to as a community benefit plan. It is the "how" and "when" of the CHNA. Internal Revenue Service Notice 2011-52 provides further direction on what a community hospital needs to include in the implementation strategy. It states that the strategy is a plan that addresses the community health needs identified through a CHNA both: 1) how the hospital intends to meet identified health needs and 2) why a hospital doesn't intend to address an identified health need. The St. Gabriel's Hospital (Morrison County) implementation strategy also includes the following: a) the hospital's (CHI) mission and vision; b) prioritized geographic areas/populations; c) a description of how the implementation strategy was developed; d) how major needs and priorities were determined; and e) what existing hospital services and programs will be used to meet priority needs.

The mission of St. Gabriel's Hospital and Catholic Health Initiatives is "to nurture the healing ministry of the Church by bringing it new life, energy and vitality in the 21st century. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we move toward the creation of healthier communities." The vision for St. Gabriel's Hospital is "to create the best health care experience by igniting the spirit for superior care and service." The implementation strategy is designed to address the health care needs of the people of Morrison County, who have unique demographics, socioeconomic factors and health care needs. County residents are overwhelmingly Caucasian and poorer and older than most people in Minnesota (see Section III for additional details). The implementation strategy was developed with input from a wide range of individuals including representatives from the local medical/health care community affiliated with St. Gabriel's Hospital (and St. Gabriel's Healthcare Foundation), from Morrison County Public Health and Morrison County Social Services, Little Falls Community Schools, Camp Ripley, the Little Falls Chamber, and the Healthy Communities Collaborative of Morrison County. The implementation strategy team identified the health priorities and intends to assist in monitoring progress toward the implementation strategy goals and objectives as outlined in the three-year action plan. The implementation strategy will also identify how existing and planned St. Gabriel's Hospital services and programs will be utilized to help achieve the goals and objectives.

Health Care Priorities

The CHNA identified several community health priorities. The major health priorities are chronic disease/conditions (especially diabetes, chronic obstructive pulmonary disease-COPD, and heart disease), obesity, mental health, chemical dependency, dental services and poverty. This implementation strategy will address three of the six major health issues. Except on a limited scale, the implementation strategy will not address access to chemical dependency and dental services nor will it address poverty. Although many hospitals are in a position to specifically address chemical dependency in their communities, St. Gabriel's Hospital does not have a behavioral health department and is ill-equipped to directly impact chemical dependency. The hospital intends, however, to address chemical dependency in a limited way by expanding hospital participation on community coalitions addressing chemical dependency and alcohol in the county (see Implementation Strategy Summary). Similarly, St. Gabriel's Hospital also does not have resources to address access to dental services, which was identified as a community health issue through both the stakeholder interviews and the secondary data review. Poverty is a broad societal issue beyond the capabilities of a small, rural community hospital with limited resources. It is driven by a wide range of factors including the lack of well-paying jobs and other economic issues. The absence of a behavioral health program also limits what St. Gabriel's Hospital may be able to do to positively impact mental health issues; however, the hospital will have certain resources, such as the Patient-Centered Medical Home, which may be utilized or expanded to potentially impact mental health. Specific actions related to improving community mental health are identified in the three-year action plan on the following pages as are the plans for addressing the other community health priorities.

Three-Year Action Plan

Goal 1: Reduce the impact of chronic illnesses (specifically, diabetes, COPD and heart disease) on the people of Morrison County.

Objectives:

- 1A) Reduce the percentage of individuals in Morrison County with diabetes from a baseline rate of 8% (*County Health Rankings - CHR*) to the Minnesota rate of 7% June 30, 2016.
- 1B) Reduce the percentage of adults in Morrison County who smoke from 21% to under 20% (2013 *CHR*) by June 30, 2016.
- 1C) Reduce the hospitalization rate for COPD in Morrison County from the baseline of 43 per 10,000 to under 40 per 10,000 (MN rate = 32.6) by June 30, 2016.
- 1D) Reduce the hospitalization rate for heart attacks in Morrison County from the baseline of 33 per 10,000 (2013 *CHR*) to the Minnesota rate (30.2) by June 30, 2016.
- 1E) Increase the number of clients served by the St. Gabriel's Diabetes Education Center from a baseline of 869 clients (FY 2012) to 900 annually by June 30, 2016.
- 1F) Increase the diabetes screening percentage for Morrison County from a baseline of 86% (2013 *CHR*) to the Minnesota percentage (88%) by June 30, 2016.
- 1G) Implement a Patient-Centered Medical Home (PCMH) at St. Gabriel's Hospital by April 30, 2014.
- 1H) Decrease youth smoking percentage (*Minnesota Student Survey* baseline=11%) to the Minnesota rate (10%) and chewing tobacco/snuff use percentage among males from the Morrison County baseline of 16% to under 15% by June 30, 2016.

Measures/Indicators:

- 1A.1) *The County Health Rankings* Morrison County Profile/MDH County Health Tables
- 1B.1) *The County Health Rankings* Morrison County Profile/MDH County Health Tables
- 1C.1) *The County Health Rankings* Morrison County Profile/MDH County Health Tables
- 1D.1) *The County Health Rankings* Morrison County Profile/MDH County Health Tables
- 1E.1) Diabetes Education Center/St. Gabriel's Hospital annual statistics
- 1F.1) *The County Health Rankings* Morrison County Profile/MDH County Health Tables
- 1G.1) PCMH becomes operational by January 31, 2014, and receives certification from the Minnesota Department of Health by April 30, 2014.
- 1H.1) *Minnesota Student Survey* results.

Specific Actions/Strategies/Resources:

- 1a) Submit Catholic Health Initiatives Mission and Ministry Fund Grant application for a Patient-Centered Medical Home.
- 1b) Support and collaborate with Morrison County Public Health (MCPH) in implementing Community Transformation Grant (CTG) strategies to reduce tobacco use, diabetes and heart disease in the county.
- 1c) Utilize Rural Hospital Planning and Transition Grant funding (\$50,000) to implement a PCMH at St. Gabriel's Hospital/Family Medical Center.
- 1d) Use the PCMH to direct patients to available resources for smoking cessation, diabetes, etc.
- 1e) Support and collaborate with CTG efforts to create smoke-free, multi-unit housing/foster care in the county.
- 1f) Support and collaborate in further restricting tobacco point-of-sale communications and policies.
- 1g) Support and collaborate with HCC's *Live Better! Live Longer!* strategies that align with overall CHNA Implementation Strategy surrounding chronic disease and "active" lifestyles.
- 1h) Support and collaborate with CTG efforts to increase diabetes clinic referrals by formalizing the referral process.
- 1i) Support and collaborate with *BLEND Fit Kids Club* objective to increase youth exercise in the county.

Three-Year Action Plan

Goal 2: Reduce the percentage of individuals (both adults and youth – 9th to 12th grade students) in Morrison County who are overweight and obese.

Objectives:

- 2A) Reduce the percentage of adults who are obese in the county from the baseline of 29% (2013 *CHR*) to the current Minnesota rate (26%) by June 30, 2016.
- 2B) Reduce the percentage of adults reporting that they are physically inactive from the baseline of 22% (2013 *CHR*) to the current Minnesota rate (19%) by June 30, 2016.
- 2C) Reduce the percentages of high school females who are overweight and obese (as measured by Body Mass Index – BMI) in the county from a baseline of 17% to the overall (male and female students) Minnesota rate (13.7%) by June 30, 2016.
- 2D) Increase the percentage of Morrison County female high school students that report being physically active for at least 30 minutes five or more days per week from a baseline of 46.5% to the overall (male and female) Minnesota rate (49.9%) by June 30, 2016.
- 2E) Increase the percentage of Morrison County high school students that report having three or more servings of fruits or vegetables “yesterday” from a baseline of 55.2% (*MSS*) to the Minnesota rate (59.8%) by June 30, 2016.
- 2F) Conduct motivational interviewing workshops for Morrison County clinicians by September 30, 2013, with a minimum of 12 UFH/St. Gabriel’s Hospital clinicians attending.
- 2G) Utilize the PCMH to enroll clinic patients of all ages in care plans through a deliberate motivational interviewing approach that addresses weight-management issues, enrolling a minimum of 100 patients by June 30, 2016.

Measures/Indicators:

- 2A.1) *The County Health Rankings* Morrison County Profile/MDH County Health Tables
- 2B.1) *The County Health Rankings* Morrison County Profile/MDH County Health Tables
- 2C.1) *Minnesota Student Survey* results.
- 2D.1) *Minnesota Student Survey* results.
- 2E.1) *Minnesota Student Survey* results.
- 2F.1) Motivational Interviewing Workshop attendance logs.
- 2G.1) Allscripts patient electronic medical record data for Family Medical Center patients.

Specific Actions/Strategies/Resources:

- 2a) Using Community Transformation Grant (CTG) funding, develop communication materials with consistent messaging that address Morrison County norms, and the community’s acceptance of unhealthy weight-related behaviors.
- 2b) Use the PCMH to direct patients to available resources for weight management, etc.
- 2c) Support and collaborate with *Live Better! Live Longer!* strategies that align with overall CHNA Implementation Strategy surrounding chronic disease and “active” lifestyles.
- 2d) Support and collaborate with *BLEND Fit Kids Club* strategies to increase youth exercise in the county.
- 2e) Support and collaborate with CTG initiatives in implementing Active School Day strategies.
- 2f) Support and collaborate with CTG initiatives in implementing Active and Safe Routes to School strategies.
- 2g) Support and collaborate with CTG initiatives in implementing Minnesota Food Charter strategies.
- 2h) Support and collaborate with CTG initiatives in implementing Healthy Food Access Plans for Schools and Institutions strategies.
- 2i) Support and collaborate with CTG initiatives in implementing strategies to develop resources for weight management in the community so that residents can access resources in the county.
- 2j) Implement motivational interviewing techniques among St. Gabriel’s hospital clinicians.

Three-Year Action Plan

Goal 3: Reduce the impact of mental illness on the people of Morrison County.

Objectives:

- 3A) Increase the number of mental health referrals to Morrison County residents from a baseline to be established by Morrison County Social Services by 5% by June 30, 2016.
- 3B) Establish a telepsych program, if feasible, at St. Gabriel's Hospital by June 30, 2016.
- 3C) Explore the possibility of utilizing an Advance Practice Nurse in the delivery of mental health services, possibly at Family Medical Center, by January 31, 2014.
- 3D) Determine unused capacity of mental health services in Morrison County by June 30, 2014.
- 3E) Reduce the percentage of female Morrison County high school students reporting that they agree with the statement "I am often unhappy, depressed or tearful" from a baseline of 20.5% (MSS) to below the current Minnesota rate of 19.8% by June 30, 2013.
- 3F) Reduce the percentage of Morrison County high school students reporting "ever having suicidal thoughts" from a baseline (2010 MSS) of 23.5% to the current rate (20.8%) by June 30, 2016.

Measures/Indicators:

- 3A.1) Morrison County Social Services statistics.
- 3B.1) Telepsych program is developed or deemed unfeasible.
- 3C.1) Family Medical Center will determine how (or if) an Advance Practice Psychology Nurse may be utilized at the clinic.
- 3D.1) Morrison County Social Services will develop and distribute a report on mental health capacity in the county.
- 3E.1) *Minnesota Student Survey* Results.
- 3F.1) *Minnesota Student Survey* Results.

Specific Actions/Strategies/Resources:

- 3a) Establish baseline of mental health utilization in Morrison County.
- 3b) Determine how/if St. Gabriel's Hospital can potentially assist Certified Family Nurse Practitioner Libbie Stokke in achieving Advance Practice Nurse in Psychology certification.
- 3c) Send questionnaire to mental health practitioners in Morrison County to assist in determining mental health capacity in the county.
- 3d) Support and collaborate in the development of communication materials that address "stigma" issues surrounding mental illness.
- 3e) Support and collaborate with Morrison County school districts (and other community partners) in addressing depression and other mental health issues.
- 3f) Support and collaborate with Morrison County school districts (and other community partners) in addressing teen suicide in the county.

Implementation Strategy Summary

St. Gabriel's Hospital and its community health partners will focus its implementation strategy around three primary goal areas: 1) reducing the impact of chronic illnesses (specifically, diabetes, COPD and heart disease) on the people of Morrison County; 2) reducing the percentage of individuals (both adults and youth – 9th to 12th grade students) in Morrison County who are overweight and obese; and 3) reducing the impact of mental illness in Morrison County. The previous pages identify the specific action plans to address these three goal areas. In some cases, St. Gabriel's Hospital will take the lead in implementing certain strategies and in other ways, the hospital will provide a supportive and collaborative role.

As stated in the introduction to *Section VI: Implementation Strategy/Action Plan*, St. Gabriel's Hospital is ill-equipped to address chemical dependency, dental access and poverty, even though they were identified as significant issues in the community. Despite not having resources to address chemical dependency and poverty in direct ways through its action plans, the hospital will continue to support and collaborate with community partners to address these issues. This support and collaboration will take place in a variety of ways. First, with respect to chemical dependency, the hospital will explore having clinician participation on community coalitions that are addressing chemical (tobacco, alcohol and drug) use and abuse in the county, such as the *StandUp4U* initiatives in Pierz and Little Falls. In addition, the hospital will collaborate in the development of consistent messaging around chemical use/abuse and employing those messages in the delivery of health care services. Several community partners are developing the messages in order to: a) address social stigmas around receiving treatment for chemical dependency, and b) reduce the social acceptance and tolerance of chemical use in the county. Secondly, the hospital does not have dental providers or other resources that can be utilized to improve access to dental care. It is willing to provide a supportive role as other community partners investigate how to increase access to dental services in the community. With respect to the issue of poverty, St. Gabriel's Hospital will contact a neighboring hospital, which is working on a "Bridges Out of Poverty" initiative, to learn more about how the hospital is accessing resources and implementing strategies to reduce poverty in the community. The hospital will provide a report on the conversations with the neighboring facility with the Implementation Strategy Development Team.

The Patient-Centered Medical Home (PCMH) is both the cornerstone and foundation of the St. Gabriel's Hospital (community) implementation strategy. It is what aligns the hospital's strategic plan with the CHNA. It is also the base from which all health improvement activities are derived. We believe the PCMH will favorably impact the health of the people of Morrison County in a variety of ways, marshalling resources needed to make health improvements on a case-by-case basis.

Finally, St. Gabriel's Hospital will continue to play a leadership role with the Implementation Strategy Development Team and will host biannual (twice per year) meetings to monitor progress on the action plans and make adjustments to the individual strategies as needed.