

CHI St. Gabriel's Health 2022 Community Health Implementation Strategy

Adopted November 2022



Table of Contents

At-a-Glance Summary	3
Our Hospital and the Community Served	5
About the Hospital	5
Our Mission	5
Financial Assistance for Medically Necessary Care	6
Description of the Community Served	6
Community Assessment and Significant Needs	8
Significant Health Needs	8
2022 Implementation Strategy	9
Creating the Implementation Strategy	10
Community Health Strategic Objectives	11
Strategies and Program Activities by Health Need	12

At-a-Glance Summary

<p>Community Served</p> 	<p>Located in Central Minnesota along the Mississippi River, Little Falls, MN is the county seat of Morrison County and home to Unity Family Healthcare dba CHI St. Gabriel’s Health. As a critical access hospital, CHI St. Gabriel’s Health serves patients from across the region, but primarily the more than 34,000 residents of Morrison County. The top 14 zip codes served from 2019-2021 brought 59,527 patients to be admitted to CHI St. Gabriel’s hospital, representing 83 percent of the total of 71,641 people admitted in those three years. Nearly 76 percent of those admitted lived in Morrison County, and just over 25 percent lived in rural parts of the county, outside of the Little Falls urban cluster.</p>			
<p>Significant Community Health Needs Being Addressed</p> 	<p>The significant community health needs the hospital is helping to address, and that form the basis of this document, were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are as follows:</p> <table border="1" data-bbox="394 831 1416 1060"> <tr> <td data-bbox="394 831 846 1060"> <ul style="list-style-type: none"> ● Mental Health, including Suicide Prevention ● Obesity, Nutrition, and Diabetes </td> <td data-bbox="846 831 1416 1060"> <ul style="list-style-type: none"> ● Adverse Childhood Experiences (ACEs) </td> </tr> </table>		<ul style="list-style-type: none"> ● Mental Health, including Suicide Prevention ● Obesity, Nutrition, and Diabetes 	<ul style="list-style-type: none"> ● Adverse Childhood Experiences (ACEs)
<ul style="list-style-type: none"> ● Mental Health, including Suicide Prevention ● Obesity, Nutrition, and Diabetes 	<ul style="list-style-type: none"> ● Adverse Childhood Experiences (ACEs) 			
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital intends to take actions and to dedicate resources to address these needs, including:</p> <ul style="list-style-type: none"> ● Mental Health, including Suicide Prevention <ul style="list-style-type: none"> ○ Collaborate with Morrison County Public Health to support efforts and initiatives of the Morrison County Suicide Prevention Cohort ○ Promote and grow awareness of 988 resource in the community ○ Support Minnesota Prevention Alliance as fiscal host and lead agency for statewide substance use prevention ○ Recruit additional Mental Health providers to market service area and expand telehealth access and capacity ● Obesity, Nutrition, and Diabetes <ul style="list-style-type: none"> ○ Lead the implementation of CommonSpirit Health’s Total Health Roadmap by integrating Community Health Worker(s) in rural health clinics to support nutrition security and health-related social needs ○ Support the development and dissemination of a community wellness calendar for Little Falls area and expand to other cities ○ Develop a Diabetes Prevention mailer to educate the public on prediabetes and diabetes prevention 			

	<ul style="list-style-type: none"> ○ Partner with area schools and businesses to expand fitness options for the public, especially during winter months ● Adverse Childhood Experiences <ul style="list-style-type: none"> ○ Explore integration of ACEs screening in primary care setting ○ Provide provider, patient, and community education on ACEs ○ Partner with faith community leaders for ACEs awareness in area congregations and among clergy ○ Partner with Morrison County Family Services to expand train the trainer model for ACEs education in community/schools
<p>Anticipated Impact</p> 	<ul style="list-style-type: none"> ● Mental Health, including Suicide Prevention <ul style="list-style-type: none"> ○ Reduce the number of Morrison county high school students who have “seriously considered suicide” ○ Expand telehealth services to improve access to care ○ Increase the number of mental health providers available in the hospital’s service area ● Obesity, Nutrition, and Diabetes <ul style="list-style-type: none"> ○ Increase the number of SNAP enrollees among eligible persons in partnership with SNAP Educators ○ Increase the number of sites throughout the hospital service area that accept SNAP/EBT benefits including businesses and farmers markets ○ Decrease the number of food insecure high school students in Morrison County ● Adverse Childhood Experiences <ul style="list-style-type: none"> ○ Increase awareness of ACEs impact in the community and health care system ○ Increase protective factors among residents of Morrison County through partnerships in the community ○ Build community and individual resiliency through support of community wide programs and initiatives
<p>Planned Collaboration</p> 	<p>Morrison County – Public Health, Social Services, Veterans Services, Human Services, Family Services Morrison County Commissioners Stand Up 4 U Coalition Public School Districts – Little Falls, Motley, Pierz, Royalton, Swanville, Upsala City of Little Falls Morrison-Todd-Wadena Community Health Board Elder Care Minnesota Oasis Central Minnesota Northern Pines Mental Health Minnesota Prevention Alliance University of Minnesota County Extension Service Minnesota Department of Health</p>

A complete list of resources and partners can be found in the Resource Inventory at: www.chistgabriels.com//2022CHNA.

This document is publicly available online at the hospital's website. Written comments on this report can be submitted to CHI St. Gabriel's Health's at 815 2nd Street SE, Little Falls, MN, 56345-3505 or by email to Steven Smith, President, CHI St. Gabriel's Health at steven.smith3@commonspirit.org.

Our Hospital and the Community Served

About the Hospital

CHI St. Gabriel's Health is a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 1,000 care sites in 21 states coast to coast, serving 20 million patients in big cities and small towns across America.

CHI St. Gabriel's hospital is located, as it has been for more than 130 years, on Second Street SE in Little Falls, MN, the county seat of Morrison County. Founded in 1892 by the Franciscan Sisters of Little Falls, the hospital remains committed to a faith-based ministry that serves the whole person, rooted in the Catholic tradition.

In the spring of 2020, CHI St. Gabriel's Health opened its new Family Medical Center, a 15,000-square-foot extension on the north end of the hospital that added 15,000 square feet of clinic, exam and meeting space and allowed the hospital to serve the community with a much needed walk-in clinic and onsite retail pharmacy. CHI St. Gabriel's Health serves as the primary medical resource for the more than 33,000 people living in Morrison County, home to approximately 75 percent of the people admitted annually into the hospital, with the remaining 25 percent living within approximately 30 miles of the county.

Today, CHI St. Gabriel's hospital, a CMS designated Critical Access Hospital, provides 25 beds for inpatient services, an emergency room, same-day surgical facilities for outpatient procedures, and educational services in nutrition, birthing, grief, and more. CHI St. Gabriel's hospital is part of the CHI St. Gabriel's Health which includes:

- Family Medical Center
- Urgent Care/ Walk In Clinic
- Retail Pharmacy
- Little Falls Orthopedics
- CHI Health at Home/ Home Health and Hospice
- Alverna Apartments

Our Mission

CHI St. Gabriel's Health is dedicated to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay. CHI St. Gabriel's Health has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.



Description of the Community Served

Community Definition

Little Falls, MN, home to CHI St. Gabriel's Health, is the county seat of Morrison County, located in Central Minnesota on the Mississippi River. As a rural hospital, CHI St. Gabriel's Health serves patients from across the region. The top 14 zip codes served from 2019-2021 brought 59,527 patients to be admitted to CHI St. Gabriel's hospital, representing 83 percent of the total of 71,641 people admitted in those three years. Nearly 76 percent of those admitted to the hospital lived in Morrison County, and just over 25 percent lived in rural parts of the county, outside of the Little Falls urban cluster.

Therefore, the hospital defines Morrison County, MN as the service area for the 2022 Community Health Needs Assessment and corresponding Implementation Strategy. A summary description of the community is below, and additional details can be found in the [CHNA report online](#).

Community Description

Ranking as the 30th most rural of Minnesota’s 87 counties, and meeting federal definitions of rural with nearly 75 percent of its people living outside of a U.S. Census Bureau designated urban area, Morrison County is home to just more than 34,000 people. Morrison is Minnesota’s 17th largest county by area, encompassing 1,124.5 square miles. With a population density of fewer than 29 people in each square mile, Morrison County ranks 41st among Minnesota counties for population density. In 2020, more than 26.8 percent of Morrison County’s residents lived in Little Falls, an increase of more than 1.5 percent over 2019 estimates. The county’s other towns combined continue to be home to 18 percent of the county’s residents.



Sociodemographics

People over the age of 65 represent a greater portion of the Morrison County population than they do in Minnesota and the United States overall. The percentage of people in that age group is increasing in Morrison County faster than it is statewide. (20% 65 years of age and older in Morrison, compared to 13.6% in Minnesota).¹ While the population is diversifying in terms of race and ethnicity, Morrison County residents are predominantly non-Hispanic White (95% of Morrison County residents identified as White in 2020 and only 2% of all residents identified as Hispanic). In 2021, 3.9% of respondents (weighted) identified themselves as Not White in the Morrison-Todd Wadena Community Health Survey; in 2019, 1.8% identified themselves as Not White. In 2016, only 0.9% identified themselves as Not White.²

According to the U.S. Census Bureau, in 2020, the median annual individual and family income in Morrison County was \$34,103 and \$57,815, respectively.² The annual cost of living for an individual and family of four was \$30,402 and \$61,023, respectively.³ The percentage of individuals living in poverty is 10.3%, down from 13% in 2010. The proportion of children under 18 living in poverty decreased from 16% in 2010 to 13.2%.⁴

Community Development Morrison County reported that in October 2021 there were 12,536 people working in the county (county unemployment rate was 5% in December 2022). Leading employer sectors included:

- Retail Trade – 1,911 (15%)
- Health Care and Social Assistance – 1,539 (12.3%)
- Public Administration – 1,474 (11.8%)
- Educational Services – 1,436 (11.5%)

¹ U. S. Census Bureau: Quick Facts, 2020. Accessed December 2021.

² U.S. Census Bureau. Accessed December 2021.

³ Minnesota Department of Employment and Economic Development. Accessed December 2021.

⁴ Selected Economic Characteristics. 2013-2017 American Community Survey 5-Year Estimates. U.S. Census Bureau. Accessed April 2019. Income in Past 12 months. 2019, American Community Survey. U.S. Census Bureau. Accessed December 2021.

The average hourly wage of the workers in Morrison County in December 2021 was \$15.91, or \$33,093 annually for a 40-hour work week, while the annual cost of living for a family of three was \$49,625, according to the Minnesota Department of Employment and Economic Development.

Medically Underserved Areas (MUA)

The entirety of Morrison County is considered underserved by mental health professionals. This designation was originally made in October 2002 and updated in September 2021. Two townships – Morrill in the southeast and Scandia Valley in the northwest – are designated as underserved by primary care practitioners.

Health Professional Shortage Areas (HPSA)

All of Morrison County is designated as a low income primary care Health Professional Shortage Area. All but three of its 30 townships, and the cities and towns within them, received this designation as a group in 2003 and were redesignated in 2021. Morrison County is also designated as an HPSA for Dental Health, receiving that designation in 2020. All of Morrison County is currently designated as an HPSA for mental health as part of the Region 5 Mental Health Service Area. This designation was first made in 2002 and updated in 2021.

Community Assessment and Significant Needs

The health issues that form the basis of the hospital’s community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in May of 2022. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available on the hospital’s website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Hiring Healthcare Professionals	<ul style="list-style-type: none"> • The pandemic, along with other factors, has impacted staff and provider recruitment and retention 	No

Significant Health Need	Description	Intend to Address?
Increasing Childcare Opportunities	<ul style="list-style-type: none"> Employers’ ability to recruit and retain staff is directly affected by the capacity for childcare in the community 	No
Obesity, Nutrition and Diabetes	<ul style="list-style-type: none"> Chronic disease, healthy weight and nutrition security—coupled with healthy, active lifestyle. 6.5% of Morrison County 9th graders responded positively to the survey question “in the last 30 days have you had to skip meals because your family did not have enough money to buy food?” (Minnesota Student Survey, 2019) 	Yes
Adverse Childhood Experiences	<ul style="list-style-type: none"> ACEs contribute to the prevalence of chronic disease, mental health issues and substance use disorders. 55.9% of survey respondents reported one or more ACE score (Morrison-Todd-Wadena Community Survey, 2022) 	Yes
Mental Health	<ul style="list-style-type: none"> Mental Health, including suicide prevention, remains a significant health opportunity in our community. 25.1% of 8th graders and 29.3% of 9th graders in Morrison County stated that they “seriously considered attempting suicide” in the last year or more (Minnesota Student Survey, 2019) 	Yes

Significant Needs the Hospital Does Not Intend to Address

CHI St. Gabriel’s Health recognizes the need to support ongoing staff and provider recruitment efforts in our rural market. The training and hiring of healthcare professionals remains a priority for the organization. The hospital trains around 200 clinical students annually and maintains strong relationships with area nursing programs through the state college system. This strategy will continue to be a focus for the hospital but will not necessarily align with a wider community strategy to recruit employees in other sectors.

CHI St. Gabriel’s Health is exploring a repurposed St. Camillus Place (closed by the hospital in 2017) as a childcare center. This would potentially add up to 24 childcare slots to the community. Hospital leadership is working with the city of Little Falls on this project and is awaiting approval from CommonSpirit Health.

2022 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

CHI St. Gabriel’s Health is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

Hospital and health system participants in this Implementation Strategy Plan included an internal committee of the following health system roles: Hospital President, Vice President of Patient Care, Clinic Administrator, Foundation Director, Marketing Coordinator, Chaplain, Community Health Worker, Dietician, and Mission Director.

CHI St. Gabriel’s Health organized an internal strategy committee that met during the summer of 2022 to discuss health system resources and opportunities for addressing identified significant health needs. This committee also sought community input through stakeholder meetings held during the fall of 2022.

Community input or contributions to this implementation strategy included community meetings that occurred in September and October 2022, held at the Morrison County Government Center in Little Falls, and in partnership with Morrison County Health and Human Services. CHI St. Gabriel’s Health facilitated community discussions regarding data on significant health needs, survey results from the 2022 MTW Community survey, and local level drivers of health disparities, inequities, and health needs.

The programs and initiatives described below were selected on the basis of the following criteria:

- **Impact:** Is the strategy measurable? Broadly applied? Specific?
- **Feasibility:** Is the strategy doable? Can the strategy be implemented with available resources in the given timeframe?
- **Value Alignment:** Is the strategy equitable? How will the community receive this program or initiative?
- **Clarity:** Is the strategy clear? Can it be effectively communicated to a broad audience?

Additionally, community participants were asked to evaluate the question, “Are there potential negative effects to people most impacted by this issue that need to be addressed? How would you address those?”⁵

Community Health Strategic Objectives

CHI St. Gabriel’s Health believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants both inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities overall address strategic aims while meeting locally-identified needs.

⁵ This paradigm for strategy evaluation is used with permission from Creating Community Consulting. See <https://www.creatingcommunityconsulting.com/>



Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.



Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.



Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.

Strategies and Program Activities by Health Need

 Health Need: Mental Health, including Suicide Prevention					
Anticipated Impact (Goal)	Reduce the percentage of high school students in Morrison County who have “seriously considered attempting suicide” in the last year or more, according to the Minnesota Student Survey (2019, 2022, 2025)				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Morrison County Suicide Prevention Cohort	<ul style="list-style-type: none"> Morrison County Suicide Prevention Cohort is a collaborative effort to reduce suicide that brings together partners from county government, Public Health, healthcare, school officials, and mental health providers. Funding is provided by the Minnesota Department of Health 	•	•	•	•
988 Resource	<ul style="list-style-type: none"> Expand community awareness of the national 988 resource—through social media, school newsletters, local coalitions, and other marketing 	•			•
Minnesota Prevention Alliance	<ul style="list-style-type: none"> Continue as lead agency and fiscal host for Minnesota Prevention Alliance to reduce youth substance use. Utilize Positive Community Norms messaging to improve student wellness and peer support 	•		•	•

 Health Need: Mental Health, including Suicide Prevention						
Recruitment of Mental Health Providers and Expand Telehealth	<ul style="list-style-type: none"> In 2022 and 2023, Family Medical Center will add additional Advance Practice Providers in Behavioral and Mental Health. Continue with telehealth expansion to provide more access to care. 	•	•	•	•	
Planned Resources	Federal Drug Free Communities grant funding (years 6-10), provider recruitment staff, clinic and hospital staff, additional funding					
Planned Collaborators	Family Medical Center, Morrison County Public Health, Schools, High School Students					

 Health Need: Obesity, Nutrition, and Diabetes						
Anticipated Impact (Goal)	Decrease the number of food insecure high school students in Morrison County, according to the Minnesota Student Survey (2019, 2022, 2025). Increase the percentage of SNAP enrollees among eligible persons in the county and increase the number of current healthy food locations that accept SNAP/EBT benefits.					
Strategy or Program	Summary Description	Strategic Objectives				
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact	
Total Health Roadmap	<ul style="list-style-type: none"> Fully implement and integrate the Total Health Roadmap at Family Medical Center: Little Falls, Pierz and Randall locations. Community Health Worker screens for food 	•	•	•	•	

 Health Need: Obesity, Nutrition, and Diabetes					
	insecurity and partner with CBOs and University of Minnesota SNAP Educators to increase enrollment and provide emergency food assistance				
Community Wellness Calendar	<ul style="list-style-type: none"> Support the expansion of a community wellness calendar across the county in partnership with University of Minnesota Extension service. Create and disseminate calendar electronically and in hardcopy for residents of the county 	•			•
Diabetes Community Education	<ul style="list-style-type: none"> Develop a hardcopy mailer that educates the public on prediabetes and diabetes prevention. Collaborate with registered dietician for consultation 		•	•	•
Expand Fitness Opportunities in the Community	<ul style="list-style-type: none"> Collaborate with schools, businesses, and community to expand opportunities for no cost/low cost fitness opportunities, especially indoor walking during winter months 	•		•	•
Planned Resources	Community Health Worker staff, grant funding				
Planned Collaborators	Morrison County Public Health, Family Medical Center, Schools, University of Minnesota Extension Service				

 Health Need: Adverse Childhood Experiences (ACEs)					
Anticipated Impact (Goal)		Increased community awareness of ACEs through training, education, screening, and referral.			
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkage	Capacity for Equitable Community	Innovation & Impact
ACEs Screening and Education in Ambulatory Care	<ul style="list-style-type: none"> Integrate ACEs screening and referral in primary care at Family Medical Center Provide ACEs education to health care professionals, providers, and nursing staff Build systems for ACE referral and services, utilize existing pathways through clinic community health worker and social worker workflow 	•	•	•	•
ACEs Education in Community	<ul style="list-style-type: none"> Continue program for faith community education on ACEs and Trauma through hospital chaplaincy Support the expansion of the train the trainer model through Morrison County Family Services 	•		•	•
ACEs in Schools	<ul style="list-style-type: none"> Explore opportunities to provide ACEs education in area schools 	•		•	•
Planned Resources	Clinic staff, hospital staff, grant funding				
Planned Collaborators	Family Medical Center, Morrison County Family Services, Schools, Faith Community Partners				

