



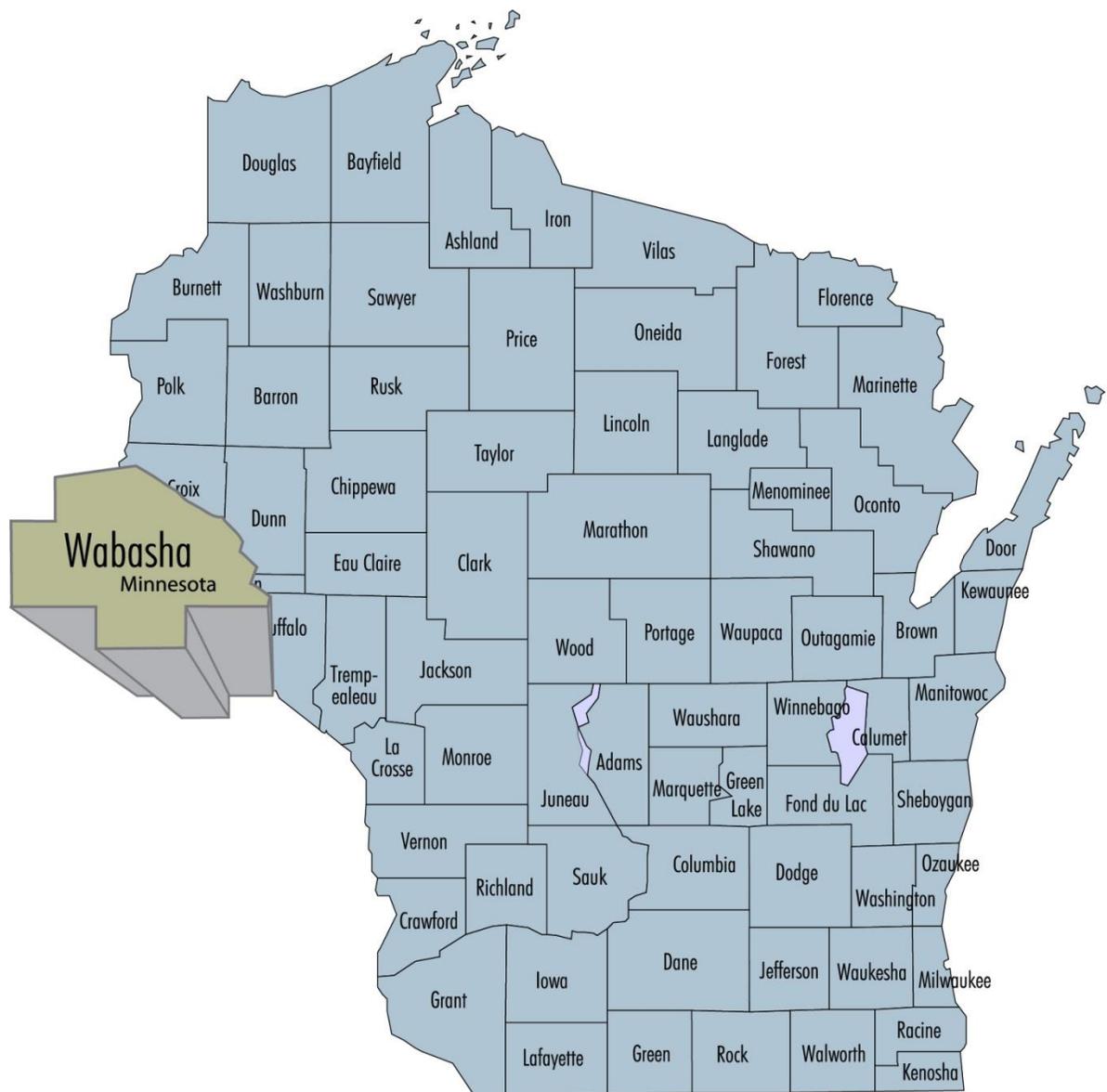
Saint Elizabeth's Medical Center  
MINISTRY HEALTH CARE



# COMMUNITY HEALTH IMPLEMENTATION STRATEGY

2016-2019

# Communities We Serve



1200 Grant Boulevard, Wabasha, Minnesota 55981

# Saint Elizabeth's Medical Center

## Community Health Improvement Implementation Strategy

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### Introduction

Saint Elizabeth's Medical Center (SEMC) is a critical access hospital located in Wabasha, Wabasha County, Minnesota. The community health needs assessment (CHNA) was conducted in 2015 and focused on the needs of residents in Wabasha County.

SEMC is part of Ministry Health Care, which is an integrated healthcare delivery network serving more than 1.1 million people across Wisconsin and eastern Minnesota. Ministry generates nearly \$2.2 billion in operating revenue with 15 hospitals, 45 clinics and more than 12,000 associates including 650 physicians and advance practice clinicians. In 2013, Ministry Health Care joined Ascension, the largest Catholic and not-for-profit healthcare system in the nation.

*Our mission as a Catholic healthcare system is to further the healing ministry of Jesus by continually improving the health and well-being of all people, especially the poor, in the communities we serve.*

Ministry Health Care has a rich and long tradition of addressing the health of the community. This flows directly from our Catholic identity. In addition to the community health improvement efforts guided by our CHNA process, we contribute to other needs through our broader community benefit program. In 2014-2015, SEMC's community benefit contributions totaled more than \$2.2 million.

### Overview of CHNA Process

The Wabasha County CHNA was co-led by SEMC, Wabasha County Public Health and Stratis Health of Minnesota. Representatives met in summer 2015 to plan and organize a county-wide assessment process that engaged key stakeholders and targeted low-income and vulnerable populations. *Making Healthy Living the Easy Choice in Wabasha County* included a number of steps: 1) compiling secondary data; 2) summarizing key health findings; 3) collecting data from low-income and vulnerable populations; 4) conducting a survey of key stakeholders' perceptions of key health findings; 5) conducting a county-wide stakeholder forum to review assessment results and identify priority health needs.

### **KEY STAKEHOLDERS SURVEY**

An online survey was distributed to approximately 300 key stakeholders representing a broad spectrum of Wabasha County. Representatives included: healthcare providers, civic leaders, non-profit and social service organizations, schools, local government, providers of senior services, providers of mental health services, business leaders, and faith communities.

The survey instrument asked participants to rate the importance of health issues to Wabasha County residents and specifically to low-income and vulnerable populations. In addition, participants rated their satisfaction of community efforts to address these issues and to identify the top five health needs to be addressed throughout the next three years.

#### **LOW-INCOME/VULNERABLE POPULATION SURVEY**

Ascension Health and Ministry Health Care are fueled by a commitment to human dignity, the common good, justice and solidarity. We believe the CNHA process must be informed by direct input from the poor, vulnerable and disparate populations we aim to serve. SEMC created a hard copy CHNA survey that was distributed to 17 social service agencies, non-profit organizations and schools that serve low-income and vulnerable populations. These organizations agreed to distribute and collect surveys. Similar to the survey targeting key stakeholders, this questionnaire asked participants to rate the importance of health issues to them and their satisfaction of community efforts to address issues.

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#### **Prioritized Significant Health Needs**

Using selection criteria and community engagement processes, the following priorities were selected:

- Senior health (emphasis on chronic disease management and fall prevention)
- Mental health (emphasis on anti-stigma education and crisis intervention training)

As a co-leader and partner in the Wabasha County CHNA, SEMC is committed to addressing the above named priorities through its active engagement in action teams. Established work teams will implement plans, monitor progress and evaluate outcomes. In addition to team engagement, SEMC is committed to offering appropriate staff and financial resources to effectively meet intended goals.

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#### **Needs That Will Not Be Addressed**

In addition to the two health needs selected as top priorities, stakeholders identified additional health issues in Wabasha County. These include: *nutrition/physical activity/weight status, substance abuse, dental care access, drinking and driving/drinking and cell phone use, and maternal, infant and child health*. With the exception of the nutrition/physical activity/weight status issue, all of these issues will be or are being addressed by other lead providers and organizations whose missions align with these health issues. The rationale for SEMC's decision to support and not lead these efforts is based on the limited scope, expertise and resources that SEMC offers in these specific health categories. While these issues will not be championed by SEMC, we will provide support to those community efforts as appropriate.

The *nutrition/physical activity/weight status* health issue was ranked a distant third in the current CHNA cycle. This issue (identified as prevention and wellness) was a priority in the previous CHNA cycle. Some prevention and wellness activities initiated by SEMC and community partners in the previous CHNA cycle will continue, albeit not as a formally prioritized significant health need. While the community would like to maintain some momentum on this issue, current SEMC and community capacity is not able to support a substantial effort.

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## Implementation Strategy

SEMC's implementation strategy is part of a broad community effort to address the top priority needs in the county. Two action teams (senior health and mental health) have been formed and represent a broad cross section of our county. Representatives, including associates of SEMC, meet regularly to collaborate on work plan strategies that progress toward achieving our performance indicators.

This implementation strategy outlines the actions SEMC will take to address these health needs. However, as noted below, many of these strategies will be implemented collaboratively. Recognizing that no one organization is able to effect substantial community change alone, the long-term outcomes identified in this plan will be achieved as many community organizations work together for collective impact.

### SENIOR HEALTH

**Goal:** Improve the health, function and quality of life of older adults.

#### Long-term Performance Indicators:

By 2020:

- The fall death rate among elderly residents in Wabasha County is reduced from 84.8/100,000 to 79/100,000. (*Source: CDC Wonder*)
- The proportion of older adults in Wabasha County with reduced physical or cognitive function who engage in light, moderate or vigorous leisure-time physical activities is increased by 10 percent, from 32.6 to 35.9 percent. (*Source: National Health Interview Survey CDC/NCHS*)
- The number of poor physical health days/month is decreased from 2.6 to 2.3 among adults in Wabasha County. (*Source: County Health Rankings*)

#### Strategy 1: Fall Prevention Education & Exercise

Facilitate evidence-based fall prevention programs that target seniors and caregivers. Matter of Balance and Tai Ji Quan classes are offered throughout Wabasha County to educate, improve balance and strength, and offer system and environmental change resources to seniors.

#### Medium Term Performance Indicators:

By June 30, 2017:

- 80 percent of Tai Ji Quan participants report improvement in the following indicators:
  - *They are less fearful of falling.*
  - *They report a reduction in number of falls.*

- *They report they can find a way to reduce falls.*
- *They experience an increase in physical strength.*
- *They report being more steady on their feet.*
- 80 percent of Matter of Balance participants report successfully implementing two environmental and/or behavior changes that reduce their risk of falling.

By June 30, 2018:

- 50 percent of Tai Ji Quan participants commit to sustaining TJQ practices following completion of class.
- 60 percent of Matter of Balance participants report zero falls with injury.

**Collaborative Partners:** Southeast MN Area Agency on Aging (AAA), Wabasha Public Health, United Way, Elder Network, Three Rivers Community Action, Wabasha Ambulance, and citizens at large.

**Resources:**

- Matter of Balance and Tai Chi Quan Curriculum
- Program Facilitators
- Area Agency on Aging (AAA) funding
- Churches/other community settings
- SEMC Foundation funding
- SEMC resources: staff time and leadership

**Supporting Information:**

- Target Population: seniors 65+ in Wabasha County, including low-income seniors
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: N/A
- Evidence Base: *What Works for Health* states that there is strong evidence (“scientifically supported” evidence) that activity programs for older adults improve health outcomes and improve mental health. Other potential beneficial outcomes include: reduced isolation, improved quality of life, increased activity levels and reduced falls.

**Strategy 2: Chronic Disease Management & Caregiver Support**

Facilitate evidence-based Living Well with Chronic Conditions (LWCC) and Tools for Caregivers classes to improve the overall management of chronic conditions and well-being of caregivers.

**Medium Term Performance Indicators:**

By June 30, 2017:

- 90 percent of LWCC participants report improvement in overall quality of life as measured by pre- and post-assessments. (*Source: LWCC curriculum*)
- 90 percent of Tools for Caregivers participants report a reduction in self-stress as measured by pre- and post-stress identification assessments. (*Source: Tools for Caregivers curriculum*)

By June 30, 2018:

- 70 percent of LCWW report sustained improvement in overall quality of life as measured by post assessment.
- 70 percent of Tools for Caregivers participants report sustained reduction in self-stress as measured by post-stress identification assessments.

**Collaborative Partners:** Southeast MN Area Agency on Aging (AAA), Wabasha Public Health, United Way, Elder Network, Three Rivers Community Action, Wabasha Ambulance and citizens at large.

**Resources:**

- Living Well with Chronic Conditions and Tools for Caregiver Curriculum
- Program Facilitators
- AAA funding
- Churches/other community settings
- SEMC Foundation funding
- SEMC Resources: staff time and leadership

**Supporting Information:**

- Target Population: seniors 65+ in Wabasha County, including low-income seniors
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: System change. Wabasha County is engaged in a regional partnership to develop formalized and user-friendly referral systems between primary care clinicians for the care of individuals with chronic conditions.
- Evidence Base: *What Works for Health* states that there is strong evidence (“scientifically supported” evidence) that chronic disease self-management programs improve health outcomes. Other potential beneficial outcomes include: increased healthy behaviors, improved quality of life, improved mental health, reduced hospital utilization and improved chronic disease management.

### Strategy 3: Support Network Development

Establish an ongoing coaching and support network for graduates of all evidence-based senior health programs to help sustain behavior and environmental changes that reduce risks and promote improved quality of life among seniors.

**Medium Term Performance Indicators:**

- By June 30, 2017, 60 percent of evidence-based program graduates report sustained improvement in fall risk reduction as measured by the Living Well at Home Rapid Fall Risk Assessment.
- By June 30, 2018, 60 percent of evidence-based program graduates report improved management in their chronic disease(s).

**Collaborative Partners:** Southeast MN Area Agency on Aging (AAA), Wabasha Public Health, United Way and Elder Network

**Resources:**

- Three Rivers Community Action support model
- Chronic disease education and speaker resources
- Churches/other community settings
- Grant funding
- SEMC Foundation funding
- SEMC resources: staff time and leadership

**Supporting Information:**

- Target Population: seniors 65+ in Wabasha County, including low-income seniors
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: N/A
- Evidence Base: Although we did not find evidence that specifically supports coaching and support networks in follow up to senior-focused programs, *What Works for Health* states that there is strong evidence (“scientifically supported” evidence) that community based social support for physical activity increases physical fitness and physical activity.

**Strategy 4: Building awareness and referrals to local senior health resources**

Update and promote an accurate and comprehensive listing of local and regional resources for seniors and caregivers.

**Medium Term Performance Indicators:**

By June 30, 2017:

- 211 reports a five percent increase in calls from Wabasha County residents. (*Source: United Way Call Center*)
- 211 reports a five percent increase in online inquiries from Wabasha County residents.
- Senior Linkage line reports a 10 percent increase in calls from Wabasha County residents. (*Source: SE MN Area Agency on Aging*)

By June 30, 2018:

- 211 reports a 15 percent increase in calls from Wabasha County residents.
- 211 reports a 10 percent increase in online inquiries from Wabasha County residents.
- Senior Linkage Line reports a 20 percent increase in calls form Wabasha County residents.

**Collaborative Partners:** Southeast MN Area Agency on Aging (AAA), Wabasha Public Health, United Way, Elder Network, Three Rivers Community Action, Wabasha Ambulance and citizens at large.

**Resources:**

- 211 website and phone center
- Senior Linkage line
- Other local directories and websites that have partial listings of resources
- SEMC Foundation funding
- SEMC Resources: Staff time and leadership

**Supporting Information:**

- Target Population: seniors 65+ in Wabasha County , including low-income seniors
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: N/A
- Evidence Base: None known

**MENTAL HEALTH**

**Goal:** Improve the mental wellness of Wabasha County residents through public education and first responder training.

**Long-term Performance Indicators:**

By 2020, the number of poor mental health days/month is decreased from 2.7 to 2.4 among adults in Wabasha County. (Source: County Health Rankings)

**Strategy 1: “Make It OK” public education campaign**

The “Make It OK” anti-stigma campaign will be adopted and implemented. The campaign includes educational workshops. Make It OK educates the general public about mental illness and aims to erase the stigma surrounding mental illness.

**Medium Term Performance Indicators:**

By June 30, 2017:

- 90 percent of workshop post tests show an increase in knowledge about signs of mental health issues. (Source: Mental Health Action Team and “Make it OK”)
- 90 percent of workshop post tests show an increase in knowledge about how to talk with people with mental illness. (Source: Mental Health Action Team and “Make it OK”)
- 10 percent increase in calls to the Mental Health Crisis Line. (Source: Mental Health Crisis Hotline Call Center)

By June 30, 2018:

- A minimum of five county organizations take the “Make It OK” Pledge.
- A minimum of five county organizations use campaign resources to educate and erase the stigma surrounding mental illnesses. (Source: MakeltOK.org)
- 20 percent increase in calls to the Mental Health Crisis Line.

**Collaborative Partners:** Wabasha County Public Health, Wabasha County Social Services, Wabasha City law enforcement, Hiawatha Mental Health Center, Fernbrook Family Center, Lake City Hospital, Wabasha County law enforcement, National Alliance of Mental Illness (NAMI), Wabasha Ambulance service, Mobile Crisis Unit, and three members of the general public.

**Resources:**

- “Make it OK” campaign (MakeltOK.org)
- NAMI
- SEMC Foundation funding
- SEMC Resources: staff time and team representatives

**Supporting Information:**

- Target Population: Youth and adults in Wabasha County, including low-income population
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: N/A
- Evidence Base: This anti-stigma campaign is supported by the Minnesota Chapter of the National Alliance on Mental Illness. There are some articles published in medical journals that have analyzed some stigma reduction efforts; the results are mixed.

**Strategy 2: First responders' mental health crisis training/basic crisis training and response for general community**

An assessment of needs among law enforcement, ambulance services, emergency departments, social workers, public health nurses and others will identify training needs, gaps and opportunities. Once needs are determined, appropriate training resources will be researched, grants to support the training sought and trainings offered to this target population of first responders. In addition, workshops for the general public will provide skills for communicating and responding to someone in a mental health crisis until further professional help is obtained. Curriculums under consideration include "Mental Health First Aid" and Crisis Intervention Team (CIT) for Law Enforcement.

**Medium Term Performance Indicators:**

By June 30, 2017:

- 90 percent of first responder training participants pass competency testing that measures skills for responding to mental health crises.
- 90 percent of the basic crisis training participants pass competency testing that measures skills for helping someone in a mental health crisis.

By June 30, 2018:

- 50 percent of responder training participants report successfully using tools from CIT training.

**Collaborative Partners:** Wabasha County Public Health, Wabasha County Social Services, Wabasha City law enforcement, Hiawatha Mental Health Center, Fernbrook Family Center, Lake City Hospital, Wabasha County law enforcement, NAMI, Wabasha Ambulance service, Mobile Crisis Unit, and three members of the general public.

**Resources:**

- Mental Health First Aid Curriculum
- CIT for law enforcement
- NAMI
- Mobile Crisis Team
- SEMC Foundation funding
- SEMC resources: staff time and team representatives

**Supporting Information:**

- Target Population: First responders and general public.
- Health Equity Focus: N/A

- Policy/System/Environmental strategy: System and policy. Crisis response systems and policies will be established to ensure consistent and appropriate resources and response results in positive outcomes.
- Evidence Base: Outcomes research has shown CIT to be effective in 1) developing positive perceptions and increased confidence among police officers; 2) providing efficient crisis response times; 3) increasing jail diversion among those with mental illness; 4) improving the likelihood of treatment continuity with community-based providers; and 5) impacting psychiatric symptomatology for those suffering from a serious mental illness, as well as substance abuse disorders as cited by Crisis Intervention Team International "Memphis Model." Mental First Aid and QPR training are included in Substance Abuse and Mental Health Services Administrations (SAMHSA's) National Registry of Evidence-based Programs and Practices.

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### Next Steps

This implementation strategy outlines a three-year community health improvement process. Each year within this timeframe, SEMC will:

- Participate actively in the senior health and mental health action teams
- Update the annual implementation plan with specific action steps for that year
- Set and track annual performance indicators for each strategy
- Track progress toward medium-term performance indicators
- Report progress toward the performance indicators to the hospital board
- Share actions taken to address the needs with the community at large

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### Approval

This Implementation Strategy Report was adopted by the hospital's board on April 14, 2016.