

2016-2018 COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY

Fairview Lakes Medical Center

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INTRODUCTION

Fairview's hospitals have worked collaboratively with one another and in consultation with the broader community to improve the health of local community members since 1995.

In creating our 2016-2018 Community Health Needs Assessment Implementation Strategies, we were guided by the results of the 2015 Community Health Needs Assessments and by the following objectives:

1. Align with Fairview's 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 provide the foundation for Fairview Lakes Medical Center's community benefit work from 2016 to 2018.

About Fairview Lakes Medical Center

Located in Wyoming, Minn., Fairview Lakes Medical Center is a 61-bed medical center offering a 24-hour Emergency Department and ten onsite, multispecialty clinics with specialists in heart, cancer and orthopedic care as well as general surgery, family medicine, obstetrics, pediatrics and more than 20 other specialties. Surgical services range from total joint replacement to minimally invasive surgeries and a Level III Trauma Center.

Definition of Community

Fairview Lakes Medical Center's community is comprised of over 130,000 people who live in Anoka, Chisago, Pine or Washington counties. For the purposes of the Community Health Needs Assessment Implementation Strategy, community is defined as the population of the combined ZIP codes for Fairview Lakes Medical Center's primary service area, which are home to approximately 70 percent of the patients seen by the medical center, 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.)

This definition of community was selected to:

1. Provide continuity of definition with previous community health needs assessments dating back to 2004
2. Align with internal strategy and planning definitions of community (e.g. the combined ZIP codes that comprise the primary service area)
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

I. ORGANIZATION MISSION

Fairview is driven to heal, discover and educate for longer, healthier lives. Fairview Lakes Medical Center works to improve the health of people in the communities we serve—whether they are our patients or not.

Our Commitment to Community Health Improvement

Fairview Lakes Medical Center provides significant community benefits through a variety of activities carried out to improve community health. Examples of community health improvement activities are listed below.

- **Project Search**

In partnership with Forest Lake schools, Fairview Lakes Medical Center participates in Project Search. This program provides real-life work experience combined with training in employability and independent living skills to help youths with significant disabilities make successful transitions from school to productive adult life via a year-long school-to-work program that takes place entirely at Fairview Lakes Medical Center.

- **Outlook Clinics**

Fairview Lakes Medical Center donates space to Outlook Clinics in the cities of Chisago and North Branch. Various Fairview Lakes Medical Center staff volunteer their time to the clinics. Outlook Clinics is a nonprofit organization that provides low-cost birth control, STD services and pregnancy testing in east central Minnesota.

In addition to these community health improvement commitments, Fairview Lakes Medical Center's Community Health Department works on community health initiatives and programs. These initiatives and programs address specific health targets and goals in partnership with community organizations, public health departments and others based on community feedback and the results of health needs identified through the 2015 Community Health Needs Assessment.

Our Commitment to Access and Those Living in Poverty

Fairview Lakes Medical Center 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.¹

- **Charity Care**

Fairview Lakes Medical Center provides the Fairview Charity Care program, which covers charges for most Fairview hospitals. Patients may qualify if their income is at or below 275 percent of the federal guidelines. Charity Care information is available in English, Spanish, Somali, Vietnamese and Russian.

- **Uninsured Hospital Patient Discount**

Fairview Lakes Medical Center provides an upfront discount to uninsured patients for hospital and hospital-based clinic services that are medically necessary.

- **Pharmacy Community Care**

Fairview's Pharmacy Assistance Fund provides one-time prescription assistance to patients experiencing financial hardship. Eligible patients typically have no prescription drug benefits and/or have exhausted their coverage and are not eligible for—and have no access to—alternative sources of coverage or funding (e.g., Medicaid, MinnesotaCare and Medicare).

- **Home Care and Hospice Community Care**

Fairview's Home Care and Hospice Community Care program covers most charges for home care and hospice services.

- **Sage Screening Program**

Fairview Lakes Medical Center and select surrounding Fairview clinics participate in the Minnesota Department of Health Sage Screening Program as providers. Through this means-tested program, community residents can receive diagnostic care for breast and cervical exams at no charge. After services are provided by Fairview, the Sage Program reimburses Fairview at the Medicaid maximum for the service and Fairview writes off the remainder of the charge.

¹ For more information about financial assistance, please visit <http://www.fairview.org/About/OurCommunityCommitment/FinancialAssistance/index.htm>.

Our Commitment to Requirements Under 501(r) Regulations²

Concurrent work occurred throughout 2015 to update existing policies and secure board approval for the Fairview Health Services system 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

- **Financial Aid Policy Communication**
Fairview's Corporate Community Health Department will utilize internal and external data to identify areas with concentrations of low-income and vulnerable uninsured and underinsured community residents within Fairview Lakes' community. Fairview Lakes Medical Center's Community Health Department will work with organizations that serve low-income and vulnerable uninsured and underinsured populations to distribute information about Fairview's Financial Aid Policies.

The anticipated impacts are to (1) increase organizational knowledge of community demographics related to low-income and otherwise vulnerable populations and (2) increase our ability to identify appropriate venues for Fairview's financial aid policy distribution.

II. COMMUNITY SERVED IN IMPLEMENTATION STRATEGY

The individuals who comprise the Fairview Lakes Medical Center's defined community (see page 1) include our patients, their families, program participants and employees who work for Fairview Health Services at large. Below are examples of how Fairview Lakes Medical Center community health programs serve multiple populations within our community. (For more information about the programs in this section, please refer to Section V.)

- The **Mental Health First Aid USA and Youth Mental Health First Aid USA** programs target the entire Fairview Lakes Medical Center defined community including the staff of organizations that serve vulnerable populations, Fairview staff, staff family members, patients and patient 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.
- The **Rethink Your Drink, Every Sip Counts!** campaign targets the entire Fairview Lakes Medical Center defined community including Fairview staff, staff family members, patients and patient family members.
- The **Living Well: Chronic Disease Self-Management Program** targets people with at least one chronic health condition within the Fairview Lakes Medical Center defined community, including Fairview staff, staff family members, patients of Fairview Lakes Medical Center and its surrounding clinics and their family members. In order to ensure access to low-income or otherwise vulnerable community members, Fairview Lakes Medical Center will conduct sessions at no charge.

² For more information please see: [https://www.irs.gov/Charities-&-Non-Profits/Charitable-Organizations/New-Requirements-for-501\(c\)\(3\)-Hospitals-Under-the-Affordable-Care-Act](https://www.irs.gov/Charities-&-Non-Profits/Charitable-Organizations/New-Requirements-for-501(c)(3)-Hospitals-Under-the-Affordable-Care-Act)

III. IMPLEMENTATION STRATEGY PROCESS

Fairview Lakes Medical Center followed Catholic Health Association's 2015 *Assessing and Addressing Community Health Needs Guide* in conducting the 2016-2018 Community Health Needs Assessment Implementation Strategy development process ("implementation strategy development process") and in identifying programming.

Fairview Lakes Medical Center regularly works closely with public health departments, community organizations/coalitions and internal stakeholders to ensure community health work aligns with hospital and public health priorities. During the implementation strategy development process, we also worked 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.

Fairview Lakes Medical Center worked with its Community Health Steering Committee 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. Hospital leads from all six Fairview hospitals and members of the Fairview Lakes Medical Center Community Health Steering Committee Data and Prioritization Subcommittee 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.
2. Fairview Lakes Medical Center's community health staff and community health steering committee members inventoried existing assets linked to the priority health needs. This review considered programming and other resources of Fairview Lakes Medical Center, public health departments, community partners and other not-for-profits.

3. Fairview community health staff reviewed the most recent community health needs assessments from Anoka, Chisago, Pine and Washington county public health departments, as well as their most recent community health improvement plans (when available), to understand their priority community needs and where public health work would be focused.

A Collaborative Approach

In addition to meetings conducted by Fairview Lakes' Community Health Steering Committee, hospital leads from all six Fairview hospitals met to identify resources, review potential evidence-based programming around system-wide community health priority areas, and identify evidence-based "backbone" programs that would be supported by community health outreach at all Fairview hospitals.

Two system-wide community health priority areas were identified:

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

Fairview's two system-wide community health priority areas were driven by, and inclusive of, the combined six hospitals' priority areas. These system priorities were created to allow for an overarching focus for community benefits and community health work. Backbone programs tied to these priority areas will be offered at all hospitals 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'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. (For more information about these programs, please refer to Section V.)

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!

Community health staff from all six hospitals met with public health representatives at both the county and state level to gauge interest and understand potential alignment around the three proposed backbone programs.

A broad-based group of Fairview leaders met to discuss three proposed backbone programs and share feedback (leaders who could not attend this meeting were included in one-on-one conversations). Leaders shared best practices based on previous experience with specific programs and identified areas for cross-department collaboration in community outreach. This internal group included representatives from:

- Accounting
- Advanced Analytics
- Behavioral Health
- Cancer Centers/Oncology
- Care Delivery
- Care Management
- Care Transitions
- Communications and Public Affairs
- Community Health
- Employee Wellness
- Fairview Foundation
- Government Relations

- Hospital presidents
- Patient and Family Support Services
- Patient Relations
- Quality and Innovation
- Strategy Department
- Tax Department
- Vascular Centers
- Volunteer Services

A Local Approach

In addition to the three system-wide backbone programs in the two priority areas, hospitals were encouraged to identify hospital-specific programming linked to local communities' specific health priorities found in the hospital's 2015 Community Health Needs Assessments. To do this, the following criteria were established for hospital programming:

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 Community Health Needs Assessment identified priority health needs
 - Ability to tie to at least one of Fairview'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 be targeted 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, Fairview Lakes Medical Center decided to continue its work with the Mental Health First Aid program, Lifelines and MOST: FL. (See Section V for more information on these programs.)

IV. PRIORITIZED LIST OF SIGNIFICANT HEALTH NEEDS IDENTIFIED IN COMMUNITY HEALTH NEEDS ASSESSMENT

Fairview Lakes Medical Center used the collaborative and local implementation strategy development processes and referred to the 2015 Community Health Needs Assessment³ to identify its significant health needs for 2016-2018.

The priority areas are:

- Obesity
- Mental health
- Chronic disease prevention and management through healthy living
- Substance use

V. SIGNIFICANT HEALTH NEEDS TO BE ADDRESSED

Fairview Lakes Medical Center will address the identified health needs through five programs, most of which have tactics specifically selected to address access and target vulnerable community residents.⁴ A summary of the five programs is provided below.

Programs	Priority Needs				Tactics Targeting	
	Mental Health	Chronic Disease	Substance Abuse	Obesity	Vulnerable	Access
Mental Health First Aid	✓				✓	✓
Living Well		✓		✓	✓	✓
Rethink Your Drink		✓		✓	✓	
Lifelines	✓				✓	
MOST: FL			✓		✓	

³ For more information on the identification of the hospital priorities, please consult the 2015 Community Health Needs Assessment for Fairview Lakes Medical Center, available at http://www.fairview.org/fv/groups/internet/documents/web_content/s_127533.pdf.

⁴ As we consider tactics designed for vulnerable populations and to promote access in our programs, we define vulnerable as low-income, minority, seniors and people who live in ZIP codes with high Community Need Index (CNI) scores, and access as programming that is made widely available at low-to-no cost to participants and/or providing access to programming for vulnerable community members.

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

Fairview Lakes Medical Center will collaborate with Fairview's five 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.

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

Fairview Lakes Medical Center will collaborate with Fairview's five 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 of 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. In partnership with the Fairview Foundation, Fairview is committed to the resource needs and implementation of this program.

The anticipated impacts for the Living Well: 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!

Fairview Lakes Medical Center will collaborate with Fairview's five other hospitals, Minneapolis Public Health and hospital vendors on the Rethink Your Drink, Every Sip Counts! campaign. This campaign is an initiative to educate community residents, Fairview Lakes Medical Center Hospital patients, patients' families and employees on the health risks associated with drinking sugar-loaded beverages. In partnership with the Fairview Foundation, Fairview is committed to the resource needs and implementation of this program.

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, Fairview Lakes Medical Center 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. Lifelines: A Comprehensive Suicide Awareness and Responsiveness Program for Teens

Fairview Lakes Medical Center will provide training for, and technical support to, area schools in Lifelines. Offered through Hazelden Publishing, the Lifelines trilogy includes postvention, prevention and intervention components. This research-based program has been identified as a promising program by the Suicide Prevention Resource Center and is included in the National Registry of Evidence-Based Programs and Practices.

The anticipated short-term impacts for the Lifelines training are to (1) increase the ability of school staff to identify suicidal behavior among students, (2) increase the ability of school staff to more effectively respond to suicidal students, (3) increase the ability of school staff to effectively respond to the death of a student by suicide, (4) increase the ability of students to identify suicidal behavior among peers, (5) increase the ability of students to respond appropriately to a suicidal peer and (6) increase help-seeking behavior among students. The anticipated long-term impacts of Lifelines as measured by the Minnesota Student Survey are to (1) decrease suicidal ideation and (2) decrease suicide attempts.

5. MOST: FL

Fairview Lakes Medical Center will continue to partner with the MOST: FL Drug Free Communities Coalition to prevent and reduce youth substance use among youth in grades 7-12 in the Forest Lake Area School District. MOST: FL, which stands for, “Most kids are making good choices in Forest Lake,” utilizes the Strategic Prevention Framework, a five-step planning process to guide coalitions in the selection, implementation and evaluation of effective, evidence-based, culturally appropriate and sustainable substance-use prevention activities.

The anticipated impacts for MOST: FL from Minnesota Student Survey and Positive Community Norms Survey data are to (1) decrease in past-30 day prevalence of substance use, (2) increase in the perception of risk/harm of substance use, (3) increase in the perception of parent disapproval of substance use and (4) increase perception of peer disapproval of substance use.

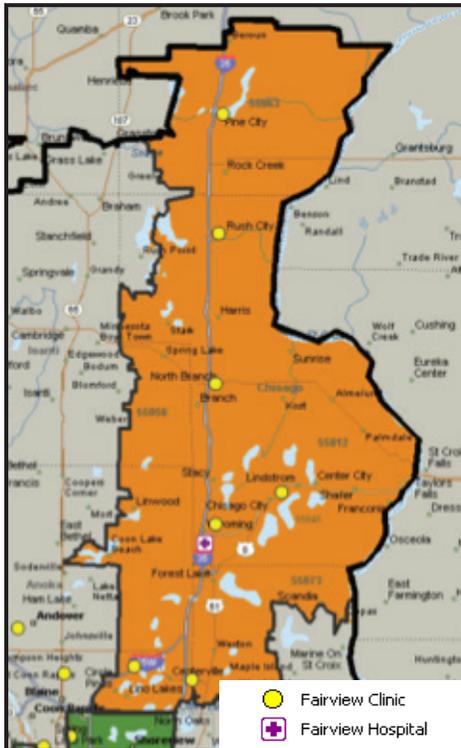
VI. SIGNIFICANT HEALTH NEEDS NOT ADDRESSED

Although the following health needs were not selected as priority community health areas, Fairview Lakes Medical Center will continue to support other organizations in addressing these health needs whenever possible. Health needs not addressed include: stroke, poverty/housing, teen pregnancy and access to care.

Other significant health needs—*anxiety, depression and suicide*—are included under the broader priority of “*mental health and well-being.*” *Arthritis, asthma, cancer, diabetes and heart disease* are included under the broader priority of “*chronic disease prevention and management through healthy living.*”

Appendix A

Fairview Lakes Medical Center Community Served



Zip Code	City	2014 CNI Scores	County
55012	Center City	1.2	Chisago
55013	Chisago City	1.4	Chisago
55025	Forest Lake	1.8	Washington
55032	Harris	1.8	Chisago
55038	Hugo	1.4	Washington
55045	Lindstrom	1.0	Chisago
55014	Lino Lakes	1.4	Anoka
55056	North Branch	1.4	Chisago

Zip Code	City	2014 CNI Scores	County
55063	Pine City	2.2	Pine
55067	Rock Creek	No Score	Pine
55069	Rush City	2.6	Chisago
55073	Scandia	1.2	Washington
55074	Shafer	1.4	Chisago
55079	Stacy	1.4	Chisago
55084	Taylor's Falls	1.6	Chisago
55092	Wyoming	1.2	Anoka

Source: Dignity Health

Appendix B: Fairview Lakes Medical Center Community Health Steering Committee

- Janet Brainard, Parish Nurse, St. Paul Lutheran Church – Wyoming
- Sharna Braucks, Executive Director, YMCA – Forest Lake & Lino Lakes
- Kathy Bystrom, North Region Manager, Community Health, Fairview Lakes Medical Center
- Kris Clementson, Clinic Administrator, Pine, Rush & North Branch Clinics, Fairview Medical Group
- Ann Ellison, Director of Community Health & Church Relations, Fairview Health Services
- Kathy Filbert, Community Health Service Administrator, Chisago County Public Health
- Bryan Gaffy, Vice President of Operations, Fairview Lakes Medical Center
- Tommi Godwin, Planner II, Washington County Public Health
- Deb Henton, Superintendent, North Branch Area Schools
- Rosemary Hoolihan, Former Fairview Lakes Medical Center Board Member
- Dr. Kellie Kershishnik, Physician, Fairview Medical Group
- Jenny Morman, Community Benefit Program Manager, Fairview Health Services
- Ann Norgaard, Community Health Educator/Public Health Planner, Chisago County Public Health
- Joanne Ploetz, Board Member, Fairview Lakes Medical Center Board of Directors
- Jenifer Rancour, Community Health Planner, Kanabec-Pine Public Health
- Dr. Paula Rehder, Physician, Fairview Medical Group
- Julie Schroeder, Trauma Manager, Fairview Lakes Medical Center
- Rich Smith, Executive Director, Family Pathways