

# 2016-2018 COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY

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**Fairview Range 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 Range's community benefit work from 2016 to 2018.

## About Fairview Range Medical Center

Located in Hibbing, Minn., Fairview Range Medical Center provides advanced inpatient and outpatient care and offers more than 60 medical services, including ENT, surgery, urology, occupational therapy, cardiac rehabilitation, radiation therapy, sleep center, sports medicine, obstetrics/gynecology and more.

## Definition of Community

Fairview Range Medical Center's community is comprised of over 130,000 people who live in one of five counties: Aitkin, Cass, Itasca, Koochiching 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 for Fairview Range 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 Range 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 Range 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.

- **Mesabi Safe Communities Coalition**  
The Mesabi Safe Communities Coalition, led by Fairview Range Medical Center, works with multiple law enforcement agencies, schools, public health departments and local businesses to build awareness of preventable deaths and injuries from traffic accidents.
- **Project Care Clinic**  
Fairview Range Medical Center donates office space to Project Care Clinic’s administrative staff. Various Fairview Range Medical Center staff, ranging from physicians and pharmacists to behavioral health providers, volunteer their time to the clinic. Project Care is a free clinic that provides health outreach services, including screenings and education to uninsured people in the Fairview Range Community.

In addition to these community health improvement commitments, Fairview Range 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 Range 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.<sup>1</sup>

- **Charity Care**  
Fairview Range Medical Center’s Charity Care program covers charges for most Fairview hospitals. Patients may qualify if their income is at or below 280 percent of the federal guidelines.
- **Uninsured Hospital Patient Discount**  
Fairview Range Medical Center provides an upfront discount to uninsured patients for hospital and hospital-based clinic services that are medically necessary.
- **Senior Partners**  
Fairview Senior Partners is a partnership between Fairview and Senior Community Services available to qualifying Minnesota residents on Medicare. Fairview has agreed to waive co-insurance and deductibles. Enrollment applications can be found at [www.seniorcommunity.org](http://www.seniorcommunity.org).
- **Sage Screening Program**  
Fairview Range 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.
- **Commitment to Access**  
In 2015, in response to the community need for accessible behavioral health services, Fairview Range Medical Center’s leadership team approved reopening a portion of a behavioral health unit that had been closed for over six years. In 2016, the hospital will expand its behavioral unit, adding another 15 beds and increasing patient capacity to 34. Mental health was an identified community health priority in both the 2012 and 2015 Community Health Needs Assessments. Lack of access—the closest large hospital specializing in caring for those with mental illness being nearly 200 miles, or a three hour drive, away—was exacerbated by the closure of many state-run mental illness hospitals.

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

## Our Commitment to Requirements Under 501(r) Regulations<sup>2</sup>

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 Range’s community. Fairview Range 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 Range 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 Range 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 Range Medical Center defined community including the staff of organizations that serve vulnerable populations (e.g., Salvation Army), 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 Range 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 Range Medical Center defined community, including Fairview staff, staff family members, patients of Fairview Range Medical Center and its surrounding clinics and their family members. In order to ensure access to low-income or otherwise vulnerable community members, Fairview Range Medical Center will conduct sessions at no charge.

## III. IMPLEMENTATION STRATEGY PROCESS .....

Fairview Range 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 processes”) and in identifying programming.

Fairview Range 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.

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<sup>2</sup> 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)

Fairview Range 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 Range Medical Center Community Health Steering Committee Data 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 Range 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 Range 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 St. Louis, Itasca, Aitkin, Koochiching and Cass 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 Range Medical Center's 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 Range Medical Center decided to continue its work with the Mental Health First Aid program. (See Section V for more information on this program.)

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

Fairview Range Medical Center used the collaborative and local implementation strategy development processes and referred to the 2015 Community Health Needs Assessment<sup>3</sup> to identify its significant health needs for 2016-2018. The priority areas are:

- Healthy lifestyles
- Mental wellness
- Chronic disease prevention and management through healthy living

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<sup>3</sup> For more information on the identification of the hospital priorities, please consult the 2015 Community Health Needs Assessment for Fairview Range Medical Center, available at [http://www.fairview.org/fv/groups/internet/documents/web\\_content/s\\_127533.pdf](http://www.fairview.org/fv/groups/internet/documents/web_content/s_127533.pdf).



## V. SIGNIFICANT HEALTH NEEDS TO BE ADDRESSED .....

Fairview Range Medical Center will address the identified health needs through three programs, all of which have tactics specifically selected to address access and target vulnerable community residents.<sup>4</sup> A summary of the three programs is provided below.

Programs	Priority Needs			Tactics Targeting	
	Mental Wellness	Chronic Disease	Healthy Lifestyles	Vulnerable	Access
Mental Health First Aid	✓			✓	✓
Living Well	✓	✓	✓	✓	✓
Rethink Your Drink			✓		

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

Fairview Range 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 Range 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 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 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.

<sup>4</sup> 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.



### 3. Rethink Your Drink, Every Sip Counts!

Fairview Range 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 Range Medical Center 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 Range 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.

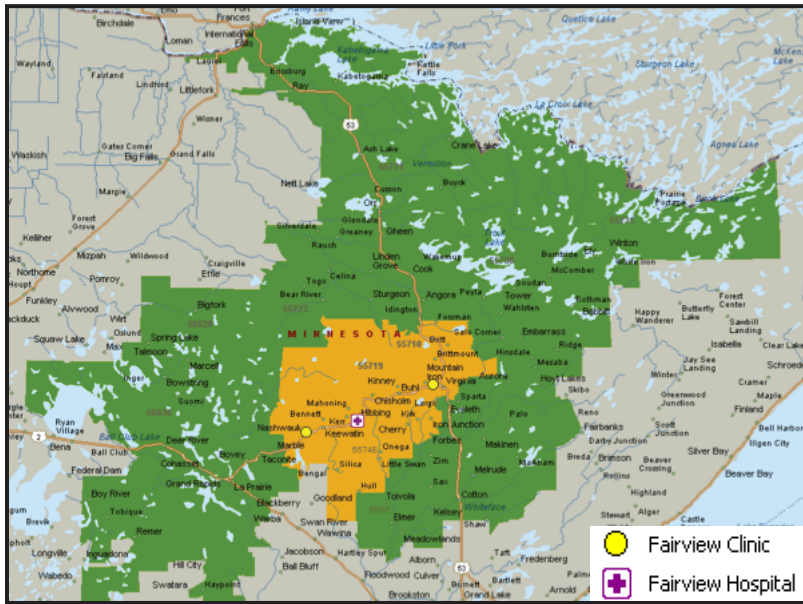
## VI. Significant Health Needs Not Addressed .....

Although the following health needs were not selected as priority community health areas, Fairview Range Medical Center will continue to support other organizations in addressing these health needs whenever possible. Health needs not addressed include: stroke and social determinants of health and housing for vulnerable populations.

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

# Appendix A

## Fairview Range Medical Center Community Served



Zip Code	City	2014 CNI Scores	County	Zip Code	City	2014 CNI Scores	County
55703	Angora	2.0	St. Louis	55750	Hoyt Lakes	2.0	St. Louis
55705	Aurora	2.2	St. Louis	56649	International Falls	2.6	Koochiching
55706	Babbitt	2.0	St. Louis	55751	Iron	1.6	St. Louis
56628	Bigfork	2.4	Itasca	56669	Kabetogema	2.8	Koochiching
55708	Biwabik	2.6	St. Louis	55753	Keewatin	no score	Itasca
55709	Bovey	2.2	Itasca	55758	Kinney	2.6	St. Louis
55710	Britt	1.4	St. Louis	55763	Makinen	1.4	St. Louis
55716	Calumet	no score	Itasca	55764	Marble	no score	Itasca
55719	Chisholm	2.8	St. Louis	56657	Marcell	2.0	Itasca
55721	Cohasset	1.6	Itasca	55765	Meadowlands	2.2	St. Louis
55722	Coleraine	no score	Itasca	55768	Mountain Iron	2.6	St. Louis
55723	Cook	2.0	St. Louis	55769	Nashwauk	2.8	Itasca
55724	Cotton	1.6	St. Louis	55771	Orr	3.0	St. Louis
55725	Crane Lake	2.4	St. Louis	55775	Pengilly	2.4	Itasca
56636	Deer River	3.2	Itasca	56672	Remer	3.2	Cass
55731	Ely	2.6	St. Louis	55781	Side Lake	1.4	St. Louis
55732	Embarrass	2.0	St. Louis	55782	Soudan	no score	St. Louis
55734	Eveleth	2.4	St. Louis	56680	Spring Lake	3.0	Itasca
55738	Forbes	1.6	St. Louis	55786	Taconite	no score	Itasca
55741	Gilbert	1.8	St. Louis	56637	Talmoon	2.6	Itasca
55744	Grand Rapids	2.6	Itasca	55790	Tower	2.0	St. Louis
55746	Hibbing	3.4	St. Louis	55792	Virginia	3.6	St. Louis
55748	Hill City	2.8	Aitkin	55796	Winton	no score	St. Louis

Source: Dignity Health

## ***Appendix B: Fairview Range Medical Center Community Health Steering Committee***

- Laura Bennett, Regional Alcohol, Tobacco, & Other Drug Prevention Coordinator, Carlton-Cook-Lake-St. Louis Community Health Board
- Cheryl Bisping, Community Health Outreach Coordinator, Fairview Range Medical Center
- Steve Breitbarth, Pastor, Grace Lutheran Church
- Marie Burdick, Healthline Home Care Supervisor, Fairview Range Medical Center
- Mary Carpenter, CEO, Range Mental Health
- Kelly Chandler, Public Health Director, Itasca County Public Health
- Charlie Crep, Board Member, Fairview Range Medical Center
- Susan Degnan, Development Officer, Central Mesabi Medical Foundation
- Kristina Dussold, Rehab Supervisor, Fairview Range Medical Center
- Ann Ellison, Director of Community Health, Fairview Health Services
- Carrie Estey-Dix, Director, Project Care
- Michael Finco, Principal, Hibbing High School
- Jackie Haigh, Cancer Center Coordinator, Fairview Range Medical Center
- David Hohl, Senior Vice President/Chief Administrative Officer, Fairview Range Medical Center
- Cyndi Klobuchar, Emergency Department, Fairview Range Medical Center
- Heidi Lahti, Director of Clinical Support, DI, Fairview Range Medical Center
- Kelly Lind, Public Health Nurse Supervisor, St. Louis County Public Health and Human Services Department
- Andi Macenski, Marketing Specialist, Fairview Range Medical Center
- Laura McDowell, Medical Student, University of Minnesota
- Randi Moberg, Patient Care Supervisor, Behavioral Health, Fairview Range Medical Center
- Jennifer Morman, Community Benefit Program Manager, Fairview Health Services
- Angela Olson, Process Improvement Supervisor, Fairview Range Medical Center
- Paula Pennington, Manager of Behavioral Health, Fairview Range Medical Center
- Shelley Robinson, Executive Director, Range Center
- Jeff Ronchetti, Community Liaison Officer, Hibbing Police Department
- Jessica Schuster, Marketing Specialist, Fairview Range Medical Center
- Amy Tuthill, Nurse Practitioner, Mesaba Clinic
- Tayna Varda, Manager of ICU/Medical Surgery, Fairview Range Medical Center
- Neal Walker, Manager of Pharmacy, Fairview Range Medical Center
- Stacy Wesley, Quality Coordinator, Fairview Range Medical Center
- Jon Wesley, RN, Nurse Informationist, Fairview Range Medical Center
- Amy Westbrook, Public Health Director, St. Louis County Public Health and Human Services Department