

2016-2018 COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY

Fairview Southdale Hospital

TABLE OF CONTENTS

Introduction

I. Organization Mission	4
II. Community Served in Implementation Strategy	5
III. Implementation Strategy Process	6
IV. Prioritized List of Significant Health Needs Identified in Community Health Needs Assessment	8
V. Significant Health Needs To Be Addressed	8
VI. Significant Health Needs Not Addressed	10
Appendix A: Community Served.....	11
Appendix B: Community Health Steering Committee Members.....	12

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 Southdale Hospital's community benefit work from 2016 to 2018.

About Fairview Southdale Hospital

Located in Edina, Minn., Fairview Southdale Hospital is a 390-bed multispecialty hospital dedicated to exceptional care. With a nationally-certified Stroke Center, a recipient of the Commission on Cancer's Outstanding Achievement Award and the Twin Cities' first Level III Trauma Center, Fairview Southdale treats all types of illnesses and injuries.

Definition of Community

Fairview Southdale Hospital's community is home to over 500,000 people who live in two counties: Carver and Hennepin. For the purposes of the Community Health Needs Assessment Implementation Strategy, community is defined as the population of the combined ZIP codes for Fairview Southdale Hospital's primary service area, which are home to approximately 70 percent of the patients seen by the hospital, 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 Southdale Hospital 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 Southdale Hospital provides significant community benefits through a variety of activities carried out to improve community health. Examples of community health improvement activities are listed below.

- **Youth Grief Services**
Fairview Southdale Hospital provides free Youth Grief Services programming for youth who have faced significant loss, offering resources to assist in the healing process. Youth Grief Services offers—free of charge—support groups, education and camps to children and families experiencing profound loss.
- **MINI Clinics**
Fairview Southdale Hospital holds clinics for the Minnesota Immunization Networking Initiative, called “MINI clinics,” which bring free flu shots to community locations, such as churches or community centers, for those who might not otherwise have access.

In addition to these community health improvement commitments, Fairview Southdale Hospital’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 Southdale Hospital 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 Southdale Hospital 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 Southdale Hospital 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.
- **Accessing Affordable Health Coverage**
Fairview Southdale Hospital contracts with Portico Healthnet, a nonprofit that helps uninsured Minnesotans access affordable health coverage and care by providing application assistance (Medical Assistance and MinnesotaCare) as well as care management and Portico insurance if residents are unable to attain other insurance.
- **Sage Screening Program**
Fairview Southdale Hospital 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>.

- **Financial Support to Community Organizations**
Fairview Southdale Hospital financially supports two area non-profits providing Access and supporting vulnerable community members:
 - o Volunteers Enlisted to Assist People includes a food shelf, transportation and other seasonal programs serving residents of Bloomington, Edina and South Minneapolis.
 - o The Normandale Center for Healing and Wholeness provides “Caregiver Consultation,” resource coordination, caregiver education, health education, screening clinics and other support services and assistance to elders and those helping an older person. The Normandale Center serves over 500 older persons and their family members each year in Edina, Bloomington and surrounding areas.

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 Southdale’s community. Fairview Southdale Hospital’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 Southdale Hospital’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 Southdale Hospital 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 Southdale Hospital 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 Southdale Hospital defined community including Fairview staff, staff family members, patients and patient family members. In order to ensure access to low-income and/or otherwise vulnerable community members, targeted outreach will occur in Spanish with Latino community residents.
- The **Living Well: Chronic Disease Self-Management Program** targets people with at least one chronic health condition within the Fairview Southdale Hospital defined community, including Fairview staff, staff family members, patients of Fairview Southdale Hospital and its surrounding clinics and their family members. In order to ensure access to low-income or otherwise vulnerable community members Fairview Southdale Hospital will include sessions conducted in Spanish for Latino community residents.

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)

- The **Latino Community Health Education** sessions, held in conjunction with local agencies, target Latino community members of Fairview Southdale Hospital’s defined community.
- The **Colon Cancer Prevention Project** targets Latino community members of Fairview Southdale’s defined community.

III. IMPLEMENTATION STRATEGY PROCESS

Fairview Southdale Hospital 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 Southdale Hospital 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 Southdale Hospital 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 Southdale Hospital Community Health Steering Committee 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 and Community Need Index scores.
 - Indicators linked to mental health and health behaviors 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 Southdale Hospital’s community health team inventoried existing assets linked to the priority health needs. This review considered programming and other resources of Fairview Southdale Hospital, public health departments, community partners and other not-for-profits.

3. Fairview community health staff reviewed the most recent community health needs assessment from Carver County and Bloomington Public Health departments, as well as their most recent community health improvement plan (when available), to understand their priority community needs and where public health work would be focused. (Note that Bloomington Public Health Department represents the cities of Bloomington, Edina and Richfield, Minn.)

A Collaborative Approach

In addition to meetings conducted by Fairview Southdale’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 Southdale Hospital decided to expand its work with the Mental Health First Aid program and continue the Colon Cancer Prevention Project and Latino Community Health Education. (See Section V for more information on these programs.)

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

Fairview Southdale Hospital 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:

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

V. SIGNIFICANT HEALTH NEEDS TO BE ADDRESSED

Fairview Southdale Hospital will address the identified health needs through five programs, all 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	Obesity	Vulnerable	Access
Mental Health First Aid	✓			✓	✓
Living Well		✓		✓	✓
Rethink Your Drink		✓	✓	✓	✓
Colon Cancer Prevention Project		✓		✓	✓
Latino Community Health Education	✓	✓	✓	✓	✓

³ For more information on the identification of the hospital priorities, please consult the 2015 Community Health Needs Assessment for Fairview Southdale Hospital, 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 Southdale Hospital 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 Southdale Hospital 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 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 Southdale Hospital 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 Southdale 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 Southdale Hospital 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. Latino Community Health Education

Fairview Southdale Hospital will collaborate with local agencies that serve Latinos to offer health education sessions focused on mental health and obesity reduction presented in Spanish by a bilingual Latino community health worker. Evaluation (participant surveys measuring increased knowledge and behavior change) was 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 of Latino Community Health Education are to (1) increase participant knowledge on the impact of mental health problems and obesity on overall health, (2) increase participant awareness of behaviors that can positively impact mental health and/or obesity and (3) increase reach of community education to various subpopulations within the Latino community.

5. Colon Cancer Prevention Project

Fairview Southdale Hospital Community Health and Endoscopy Departments will collaborate with Fairview Ridges Hospital Community Health and Endoscopy Departments and St. Mary's Clinics to offer the Colon Cancer Prevention Project, which will provide colon cancer prevention education and free colonoscopies to uninsured Latinos. Both the community education and

the free colonoscopies will be facilitated by a bilingual community health worker fluent in Spanish. Evaluation (number of people educated, number of colonoscopies performed and patient experience surveys) was 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 Latino Colon Cancer Prevention Project are to (1) increase knowledge in the Latino community of ways to prevent and test for colon cancer, (2) provide up to 30 free colonoscopy procedures to uninsured Latinos per year and (3) provide a culturally responsive experience, from community education to colonoscopy procedure.

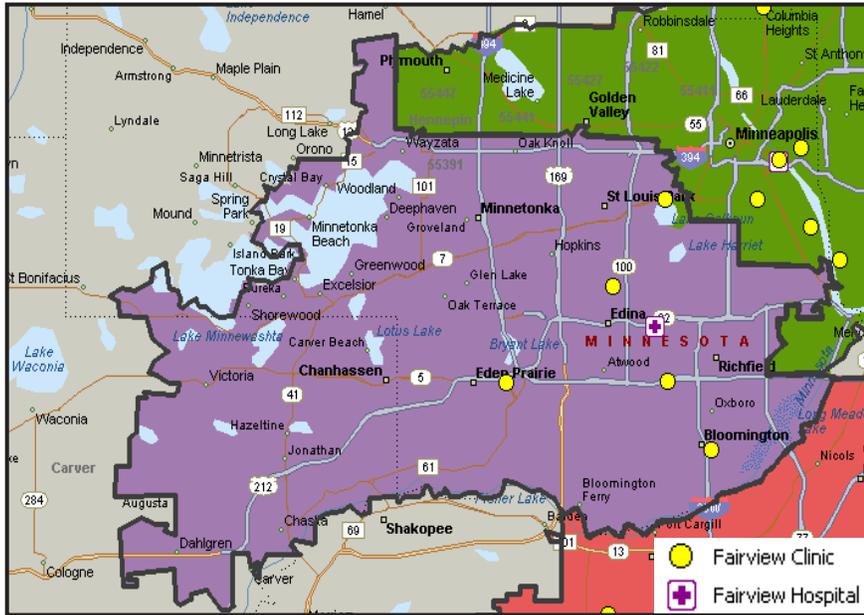
VI. SIGNIFICANT HEALTH NEEDS NOT ADDRESSED

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

Other significant health needs—*anxiety and depression*—are included under the broader system 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 Southdale Hospital Community Served



Zip Code	City	2014 CNI Scores	County
55425	Bloomington	3.8	Hennepin
55431	Bloomington	3.0	Hennepin
55437	Bloomington	2.0	Hennepin
55438	Bloomington	1.8	Hennepin
55317	Chanhassen	1.4	Carver
55318	Chaska	2.0	Carver
55420	East Bloomington	3.4	Hennepin
55344	Eden Prairie	2.6	Hennepin
55346	Eden Prairie	1.6	Hennepin
55347	Eden Prairie	1.8	Hennepin
55424	Edina	1.4	Hennepin
55435	Edina	2.6	Hennepin
55436	Edina	1.8	Hennepin
55439	Edina	1.4	Hennepin

Zip Code	City	2014 CNI Scores	County
55331	Excelsior	1.6	Hennepin
55343	Hopkins	3.0	Hennepin
55305	Hopkins	2.2	Hennepin
55345	Minnetonka	1.6	Hennepin
55409	Mpls-Harriet	3.0	Hennepin
55410	Mpls-Linden Hills	1.8	Hennepin
55417	Mpls-Nokomis	2.2	Hennepin
55419	Mpls-SW	2.4	Hennepin
55423	Richfield	3.8	Hennepin
55416	St. Louis Park	2.2	Hennepin
55426	St. Louis Park	3.2	Hennepin
55386	Victoria	1.4	Carver
55391	Wayzata	1.6	Hennepin

Source: Dignity Health

Appendix B: Fairview Southdale Hospital Community Health Steering Committee

- Rob Anderson, DO, Emergency Physician Professional Association
- Ann Ellison, Director of Community Health and Church Relations, Fairview Health Services
- Rev. Fred Hanson, Senior Pastor, Woodlake Lutheran Church
- Rosa Herrera, Family & Student Support Services Coordinator, Partnership Academy
- Britta Hovey, Integrated Vascular Services Director, Fairview Southdale Hospital
- Scott Hvizdos, Program Director, Volunteers Enlisted to Assist People (VEAP)
- Richard Karulf, MD, Vice President, Medical Affairs, Fairview Southdale Hospital
- Brian Knapp, Vice President, Hospital Operations, South Region, Fairview Health Services
- Alissa LeRoux Smith, Community Health and Volunteer Services Manager, Fairview Southdale Hospital
- Jennifer Morman, Community Benefit Program Manager, Fairview Health Services
- Bonnie Paulsen, Public Health Administrator, City of Bloomington Public Health Division
- Francisco Ramirez, Community Health Worker, Fairview Southdale Hospital
- JoAnna Roberson, Nurse Manager, Adult Mental Health, Fairview Southdale Hospital
- Cathy Utne, Director, Patient and Guest Services, Fairview Southdale Hospital
- Heriberto Vargas, Spanish Communication Specialist/Liaison, Eden Prairie Schools