



Community Health Needs Assessment and Implementation Plan 2017-2019

AllinaHealth 

ABBOTT
NORTHWESTERN
HOSPITAL

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The mission of Allina Health is to serve our communities by providing exceptional care as we prevent illness, restore health and provide comfort to all who entrust us with their care.

Executive Summary

Abbott Northwestern Hospital is a part of Allina Health, a not-for-profit health system dedicated to the prevention and treatment of illness in Minnesota and western Wisconsin. This report describes the current community health needs assessment (CHNA) process and results for Abbott Northwestern Hospital in South Minneapolis, Minnesota.

Every three years, Allina Health conducts a CHNA for each of its hospitals to systematically identify and analyze health priorities in the community and create a plan for how to address these priorities. The CHNA process is conducted in partnership with local public health departments, other hospitals and health systems and many other community partners. Through this process, Allina Health engages with community stakeholders to better understand the health needs of the communities it serves, identifies internal and external resources for health promotion and creates an implementation plan that leverages those resources to improve community health.

In late 2015, community members, community organizations, local public health and hospital/health system staff participated in a process that identified the following priority areas for community health in the communities served by Abbott Northwestern Hospital:

- 1. Mental health and wellness**
- 2. Physical activity and nutrition**
- 3. Health care access**

In 2016, staff solicited community input, assessed existing resources and developed an implementation plan for 2017–2019 in order to address these priorities. This plan includes the following goals, each of which is supported by multiple objectives and will be implemented through a variety of strategies monitored for progress and outcomes over time.

Mental health and wellness goal:

Support the mental health & wellness of Hennepin County residents along the entire mental health continuum.

Physical activity and nutrition goal:

Improve the health of Hennepin County residents by encouraging physical activity, promoting nutrition and reducing barriers to healthy food access.

Health care access goal:

Create an environment where more members of the community access health care at the appropriate level, in facilities and settings that are welcoming and reflect the cultural diversity of the community.

Introduction

The mission of Allina Health is to serve our communities by providing exceptional care as we prevent illness, restore health and provide comfort to all who entrust us with their care. Every three years, Allina Health conducts a community health needs assessment (CHNA) for each of its hospitals to systematically identify and analyze health priorities in the community and plan how we will address these priorities, including in partnership with local public health departments, other hospitals and health systems and many other community partners. The Internal Revenue Service provides guidelines for this process as part of meeting obligations under the Patient Protection and Affordable Care Act, which requires 501(c)(3) non-profit hospitals to conduct an assessment at least every three years.

Through this process, Allina Health aims to:

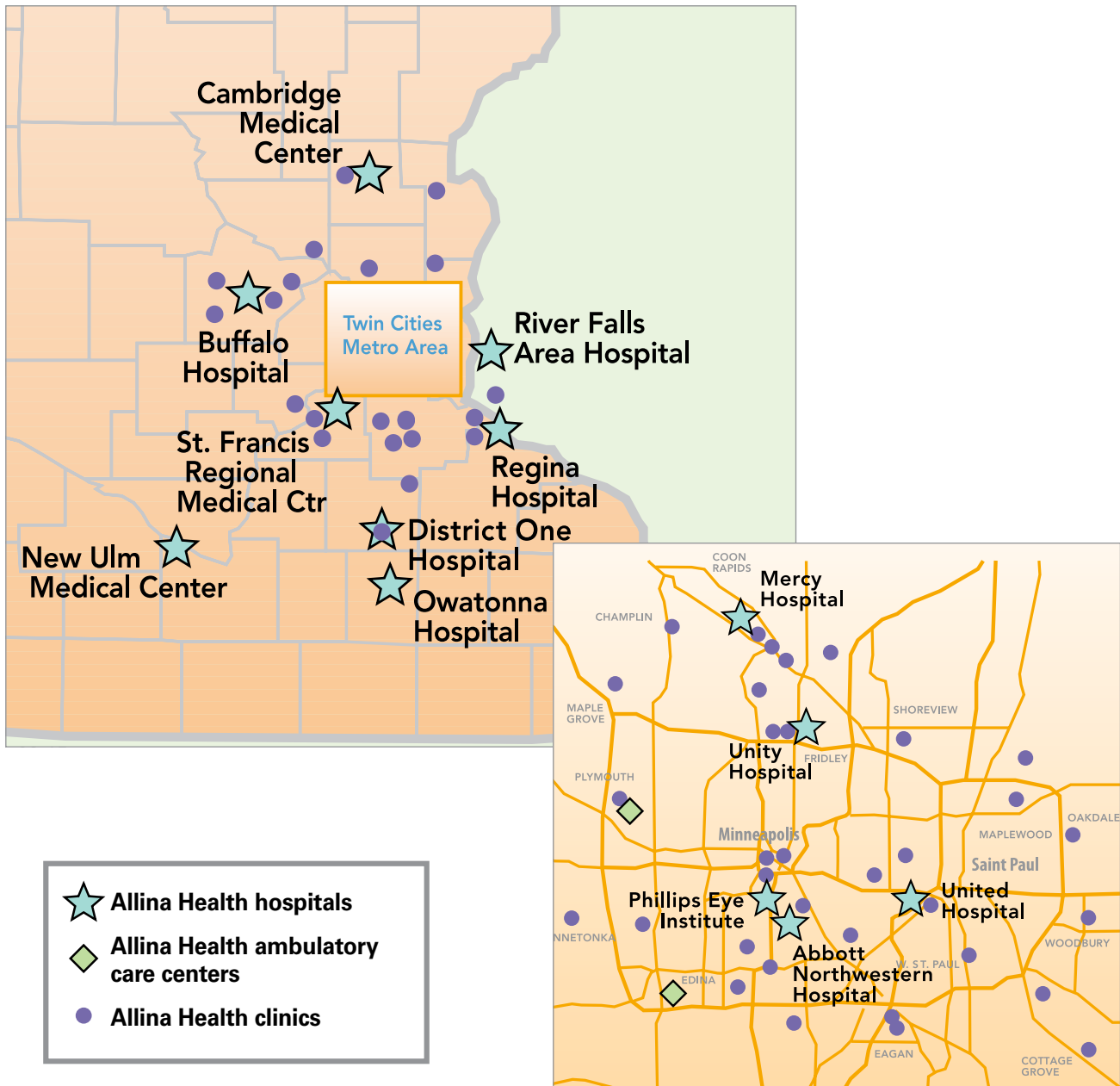
- Better understand the health status and needs of the communities we serve by considering the most recent health and demographic data as well as gathering direct input from community members.
- Gather perspectives from individuals representing the interests of the community, including those who have knowledge or expertise in public health and those who experience health inequity or are low-income and/or minority members of the community.
- Identify community resources and organizations that Allina Health can partner with and support in the priority areas for that community.
- Create a strategic implementation plan based on information gathered through the needs assessment.

[Abbott Northwestern Hospital](#) (ANW) is part of Allina Health. The purpose of this report is to share the current assessment of community health needs most relevant to the community served by Abbott Northwestern Hospital and its implementation plan to address these needs in 2017–2019. This report also highlights activities conducted during 2014–2016 to address needs identified in the previous 2013 assessment.

Allina Health Description

[Allina Health](#) is dedicated to the prevention and treatment of illness and enhancing the greater health of individuals, families and communities throughout Minnesota and western Wisconsin. A not-for-profit health care system, Allina Health cares for patients from beginning to end-of-life through its [90+ clinics](#), [13 hospitals](#), [13 retail pharmacies](#), specialty care centers and specialty medical services that provide [home care](#), [senior transitions](#), [hospice care](#), [home oxygen and medical equipment](#) and [emergency medical transportation services](#).

Allina Health Service Area



Hospital description and service area

Located in south Minneapolis, Abbott Northwestern is the Twin Cities' largest not-for-profit hospital. It is known across the United States for its centers of excellence in cancer care through the Virginia Piper Cancer Institute®; cardiovascular services in partnership with the Minneapolis Heart Institute®; the Spine Institute; Neuroscience Institute; Orthopedic Institute; obstetrics and gynecology through WomenCare® and physical rehabilitation through the Courage Kenny Rehabilitation Institute®. Affiliated Clinics include Bloomington, East Lake Street, Edina, Centennial Lakes, Isles, Nicollet Mall, Uptown, Woodlake, Plymouth, Minnetonka, Hopkins, Sharpe, Dillon, Cockson, Women's Health Consultants, Abbott Northwestern-WestHealth and the Abbott Northwestern Center for Outpatient Care. The hospital also has a long history of working to improve health in the community it serves through both charitable giving by the Abbott Northwestern Hospital Foundation and direct programming efforts that address health needs in the community.

Community served and demographics

Each year, Abbott Northwestern Hospital serves more than 200,000 patients and their families from across the Twin Cities and Upper Midwest. Though the hospital serves patients from a wide geographic area, its primary service area is Hennepin County—a dense urban and suburban area that includes Minneapolis and Bloomington as well as Minneapolis' surrounding suburbs. Hennepin County was the focus of inquiry for Abbott Northwestern Hospital's CHNA.

According to the [U.S. Census Bureau's Decennial Census](#), Hennepin is the most populated

county in Minnesota with a total of 1,223,149 residents. Its population density, estimated at 2,081.7 persons per square mile, is greater than the national average. The median age is 36 years and about a quarter of the population is under age 18. As with Minnesota as a whole, Hennepin County's racial and ethnic diversity has increased in the past few years. Just over one-quarter (29%) of Hennepin County residents are people of color—primarily Black (12.7%), Hispanic or Latino (6.9%) or Asian (7.4%). In 2014, approximately 13% of residents were foreign born and 7% had limited English proficiency (U.S. Census Bureau, American Community Survey (ACS), 2010–2014, 5-year estimates). The median income in 2014 was \$65,000 with 13% of residents living in households with income below the Federal Poverty Level (U.S. Census Bureau, 2014 Small Area Income and Poverty Estimates).

Hennepin County residents face many of the same health concerns common across the United States. Although more people are insured than in the past, 26% self-report that they do not have a regular doctor. Approximately 58% of adults in Hennepin County are overweight or obese (U.S. Census Bureau, ACS, 2009–2013, 5-year estimates). In 2014, 14% of residents reported experiencing poor physical or mental health in 14 or more of the past 30 days ([Hennepin County SHAPE](#)). Additional information about Hennepin County can be found online at [Minnesota Compass](#).

Evaluation of 2014-2016 Implementation Plans

During 2014–2016, Abbott Northwestern Hospital addressed needs identified in the [2013 assessment](#): mental health, obesity (physical activity and nutrition) and access to care. Some initiatives were led by the hospital, while others were part of coordinated activities across the health system or conducted in partnership with local public health. The following describes significant initiatives and their outcomes.

Systemwide activities

In 2013, two needs, obesity and mental health, were identified as systemwide priorities by Allina Health. Thus, 2014–2016 systemwide community health activities focused on those two priority areas:

Change to Chill

[Change to Chill™](#) (CTC) is a free, online resource that provides stress reduction tips, life balance techniques and health education services for teens. Since its launch in 2014, CTC has served more than 40,000 people, including teachers who use it in their classrooms, teens who use it in social groups and parents looking for ways to help their child stress less. In 2016, Allina Health piloted an in-person delivery model of the CTC program in a total of 11 middle schools, high schools and alternative learning centers throughout five communities Allina Health serves. Fifteen different groups of students participated in the project, representing a total of 253 student participants. Overall, the program was well-received by both participants and school liaisons. Many participants reported they intended to use what they learned and gave specific examples of how the program helped them. Participants also

showed an increase in knowledge about basic concepts related to stress and resiliency skills.

Be the Change

As the largest provider of mental health and addiction care in the state, Allina Health believes it should lead the way in eliminating stigma within the industry. To this end, the recently launched internal program, Be the Change, is an effort to eliminate stigma around mental health conditions and addiction at Allina Health and ensure that all patients receive the same consistent, exceptional care. More than 500 Allina Health employees volunteered to lead this effort as trained Be the Change Champions and help educate and generate awareness among their colleagues about mental health conditions and addictions. The formal campaign extended from January–May 2016. During this time Champions presented at 492 meetings throughout the organization and reached 10,260, or 38%, of employees. While the formal campaign has come to an end, the work is ongoing and the campaign's goal is to reach all Allina Health employees.

Neighborhood Health Connection

[Neighborhood Health Connection™](#) (NHC) is a community grants program that aims to improve the health of communities by building social connections through healthy eating and physical activity. Each year, Allina Health awards over 50 Neighborhood Health Connection grants, ranging in size from \$500–\$10,000, to local nonprofits and government agencies in Minnesota and western Wisconsin. Activities offered in 2014 and 2015 reached over 2,500 participants both years and a similar reach is expected in 2016. Evaluations of the NHC program find that the majority of people who participate in NHC-funded programs increase their social connections and make positive changes in their physical activity and healthy eating behavior. Further, 2014 and 2015 follow-up data revealed that these positive changes were maintained six months later and nearly 80% of grantees continued to offer their activity after the grant period ended.

Health Powered Kids

[Health Powered Kids™](#) (HPK), launched in 2012, is a free community education program designed to empower children ages 3 to 14 years to make healthier choices about eating, exercise, keeping clean and managing stress. In 2015, approximately 9,500 people visited the HPK website and more than 5,500 children were reached by the program. In addition, 87% of respondents to a user survey described HPK as helpful, very helpful or essential to improving health at their home, school or organization. These results were similar to those achieved in 2014.

Choose Healthy

At the beginning of 2016, Allina Health [removed sugar-sweetened beverages and deep-fried foods](#) and increased healthy offerings in its facilities to model and support the dietary changes recommended by providers. Additionally, in May 2016, Abbott Northwestern Hospital removed a fast food restaurant from its campus. These changes support the health of Allina Health patients, visitors and employees.

Hospital-specific activities

Goal 1: Reduce overweight and obesity by improving nutrition and physical activity levels.

Abbott Northwestern Hospital (ANW) expanded its farmer's market and explored opportunities to create new or expand other existing farmer's markets. Through a new piloted program called "Plant an Extra Row", a small amount of produce grown by employees was donated to a local food shelf. Additionally, charitable contributions supported health-related activities at a few farmer's markets in Minneapolis. This support helped create the "Meet Your Vegetables"-program, which created 9 recipes featuring seasonal vegetables that were then made available at the farmer's markets.

Education on healthy eating habits was provided through policy work, program support and community outreach. The Healthy Corner Stores Ordinance, which requires convenience stores to carry and display fresh fruits and vegetables, was supported by ANW and passed by the city of Minneapolis in February 2014. Charitable contributions and NHC funding supported local non-profits already engaged in educating community members on healthy eating. In collaboration with VEAP, the area's largest food shelf, a new education program focused on healthy choices at the food shelf and classroom education sessions is being implemented in 2016. Finally, to address the rising trend in diabetes among immigrant populations, ANW partnered with the local

Somali community to identify factors behind this trend and provide education on the connection between healthy eating and diabetes to community members.

Opportunities to increase physical activity were also pursued. For example, Allina Health's HPK curriculum was rolled out at some Minneapolis elementary schools and scholarships were provided to local students to participate in the Three River's District Autumn Woods Classic 5k. One area of focus within this goal was to increase public park usage by groups not currently frequenting the parks. To this end, charitable contributions were provided to local groups that focus on educating non-users about how to use recreational trails and parks; NHC grants created and expanded park-based yoga classes for residents; and ANW partnered with Hennepin County, the Midtown Phillips Neighborhood Association and the Greenway Coalition to reactivate the Cepro Site—an underutilized park near Allina headquarters. Last, programs were created to offer more physical activity options to seniors such as Somali women's exercise classes and the Active Living program in Minneapolis public high-rises.

Goal 2: Promote mental health by increasing access to mental health services and provide opportunities for increased social connections.

The hospital provided charitable contributions to community-based organizations such as Pathways, Washburn Center for Children, Watercourse Counseling and the Walk-In Counseling Center to support the provision of community mental health services. Additionally, in partnership with the Minneapolis Health Department, Children's Hospital and members of the local Native American community, a new coalition was created focused on identifying the causes of maternal opioid addiction among

Native American women and possibilities for intervention. Lastly, ANW provided NHC grants to nine different community-based organizations to support opportunities for increased social connectedness among community members.

Goal 3: Improve general population health by increasing access to health care providers and health-related resources.

ANW partnered with Our Lady of Peace Catholic Church in Minneapolis to support the work of their parish nurse program in creating a Heart Safe Community within the church. Charitable contributions were also provided to support this program. Additionally, the hospital's prescription assistance program has continued to provide a 30-day supply of prescription medications for patients who are uninsured or underinsured.

2015-2016 CHNA Process and Timeline

Allina Health designed a process that engaged community stakeholders and included review of existing secondary public health data and collection of primary data through community dialogues.

The Community Benefit and Engagement department guided this process on behalf of the Allina Health system. Centralized System Office staff provided leadership for the process, and community engagement staff in nine regions

throughout the Allina Health system led each of the hospitals through a process designed to identify unique needs and develop localized action plans, while also identifying common themes for action systemwide.

Hospital leadership teams and, where appropriate, regional hospital boards received and approved individual hospital plans followed by final approval by the Allina Health Board of Directors.

| TIMING | STEPS |
|-------------------------|--|
| JULY – SEPTEMBER 2015 | <ul style="list-style-type: none"> ESTABLISH PLANNING TEAMS and COLLECT DATA <p>Staff identify and invite stakeholder groups for each hospital; share initial results from 2014–2016 implementation plan. Develop and distribute guidance and data packets and schedule local stakeholder meetings.</p> |
| OCTOBER – JANUARY 2016 | <ul style="list-style-type: none"> REVIEW DATA and PRIORITIZE ISSUES <p>Review data with stakeholders and complete formal prioritization process, using Hanlon method. Review prioritized issues and summarize themes for the system.</p> |
| FEBRUARY 2016 | <ul style="list-style-type: none"> DESIGN COMMUNITY INPUT <p>Identify specific methods and audiences for community input on strategies, work with vendor to design process and questions/topics and recruit participants.</p> |
| MARCH – JUNE 2016 | <ul style="list-style-type: none"> GATHER COMMUNITY INPUT and DEVELOP IMPLEMENTATION PLAN <p>Conduct focus groups or community health dialogues to solicit action and implementation ideas related to priority areas. Local teams develop action plan, metrics and resource inventory.</p> |
| JULY – SEPTEMBER 2016 | <ul style="list-style-type: none"> PREPARE REPORTS AND SEEK INTERNAL SUPPORT/APPROVAL <p>Share results and action plans with key stakeholders systemwide. Present plans to local boards/committees/leaders for approval.</p> |
| OCTOBER – DECEMBER 2016 | <ul style="list-style-type: none"> SEEK FINAL APPROVAL <p>Staff present plan to Allina Health Board of Directors for final approval.</p> |

Data Review and Issue Prioritization

Allina Health Community Benefit and Engagement staff used the most recent secondary data available via the CHNA toolkit—a free, web-based platform hosted by [Community Commons](#)—as well as additional state and local data resources available for Hennepin County such as the Minnesota Student Survey or the Minnesota Health Access Survey. Data for Minnesota and the United States were also provided for comparison and context. The data included approximately 75 indicators relating to demographics, social and economic factors, health behaviors, physical environment, prevalence of health conditions and health care access.

Approximately 20 stakeholders representing broad interests of the community attended at least one of two meetings to review data together, discuss pertinent issues for Allina Health to address through this needs assessment and action plan. Agencies represented at these meetings include:

- Blaisdell YMCA
- Children’s Hospitals and Clinics
- Hennepin County, City of Bloomington and City of Minneapolis Public Health agencies
- Interfaith Outreach and Community Partners
- Minneapolis Aging Advisory Committee
- New American Academy (serving Somali immigrants)
- Our Saviour’s Community Services
- Phillips Eye Institute
- Project for Pride in Living
- Sole Care for Souls
- Three Rivers Park District
- Urban Ventures
- Volunteers Enlisted to Assist People (VEAP)

The review process included a formal prioritization process known as the Hanlon

method, which includes ranking health priorities based on three primary criteria: the size of the problem, including projection of future trends; the seriousness of the problem, including disparate health burdens within the population; and the effectiveness and feasibility of interventions on the part of health care.

Final priorities

Through this process, three priorities were identified for action in 2017–2019:

- 1. Mental health and wellness**
- 2. Physical activity and nutrition**
- 3. Health care access**

Needs not addressed in the CHNA

Other prioritized health issues identified through the process but not included among the top three priorities include housing, transportation and social connectedness. These needs will likely be addressed in part through the priorities selected for the CHNA such as transportation as part of health care access and social connectedness as a component of mental health and wellness. In addition, Abbott Northwestern collaborates on many other programs, services and partnerships that work to address these issues in specific communities.

Community Input

Once priority issues were identified by the stakeholder team, Abbott Northwestern Hospital solicited broad feedback from the community on the appropriateness of the identified priority areas as well as how Abbott Northwestern Hospital could most effectively address the needs. Community input was primarily gathered via community dialogues and/or focus groups (with an online survey option if interested persons could not attend) and via an online survey of Allina Health employees. In addition, a focus group with health equity care guides employed by Allina Health and assigned to specific geographic areas and primary care clinics within the system provided insight into communities that experience health inequity (See Appendix A).

Community dialogues/focus groups

Allina Health partnered with The Improve Group to design, plan and facilitate a total of 22 community health dialogues and focus groups between March and April 2016. The dialogues were open to all members of the community. The meetings were facilitated by The Improve Group and Allina Health staff and used a World Café methodology. Participants had a chance to engage in discussion about all topics during three, 20-minute rounds. When the group of participants was fewer than 15, the conversation was conducted as a focus group with one facilitator from The Improve Group. Participants were asked to share their vision for health in the community, clarify aspects of the priority health areas that are most important to address and discuss opportunities for Allina Health to support community health.

Key questions Allina Health sought to answer through the discussions were as follows:

- Does the community concur with/confirm our top priorities for the hospital?

- What specific aspect or components of the broad priorities should Allina Health work to improve?
- What strategies and partnerships should Allina Health implement in order to address the priorities?

Two community dialogues for Abbott Northwestern Hospital were held in Minneapolis, MN in March and a focus group was held with Abbott Northwestern hospital staff in April, 2016. A total of 37 people attended, including participants from the following organizations:

- Somali Education and Social Advocacy Center
- Blaisdell YMCA
- Peoples Center Health Services
- Corcoran Neighborhood Organization
- Centro Guadalupano
- The Food Group
- Three Rivers Park District
- Pathways
- Washburn Center for Children
- CLUES (serving the Latino community)
- Southside Coalition
- PRIDE
- Campfire Minnesota
- The Sheridan Story
- Children's Hospitals and Clinics
- Hennepin County Public Health
- City of Minneapolis Health Department

Community dialogues/ focus groups results

Mental health and wellness

Vision for health

Dialogue participants shared their vision for a community where residents are able to easily access mental health services and supports that are culturally appropriate. Instead of going to the hospital as the first resource for mental health or reaching out for help only in crisis situations, participants pictured easily accessible non-clinical services or community-based settings focused on prevention and early-intervention strategies. For the area served by Abbott Northwestern Hospital, this could include sharing information to build awareness about resources available and continuing to get input from residents about ways to engage the community. In addition, they said the fear and stigma about mental health would be reduced or eliminated, and the community would view it like any other illness.

Existing strengths

Participants said the recent focus on mental health as a priority health issue has led to having more resources available than in the past. Progress has also been made in integrating mental health into primary care and alternative approaches to mental wellness. For example, some community members have embraced wellness activities such as yoga and tai chi. Community organizations such as childcare and public housing have hosted gatherings and events that improve social connectedness between community members which can lead to improved mental and physical health outcomes.

Allina Health's role and opportunities

During the community dialogues, participants discussed ways Allina Health could help address the priority area. Ideas that came out of the session include:

- Promote cultural representation and diversity in health care staff.
- Offer education and outreach to diverse communities about mental health.
- Partner with organizations to do outreach and provide preventative health services outside of the clinic setting in the community.
- Offer community classes focused on everyday mental wellness that are easy to access by families.
- Create a list of mental health and wellness resources in the community.
- Offer programs or classes to reduce the stigma around mental health and addiction.

Physical activity and nutrition

Vision for health

Participants shared a vision for a healthier community where all families have access to health foods at home and in the community. They said community members have access to education about healthy foods and cooking that includes using traditional foods from diverse cultures. They also said that families have a variety of safe and affordable places to go where they can be active year round. Participants imagined that Allina Health is leading efforts by partnering with community organizations and taking a coordinated approach to supporting community-based solutions that support healthy lifestyles.

Existing strengths

The Minneapolis area has a number of organizations supporting healthy weight in the community through improved nutrition and physical activity. The community has several neighborhood farmer's markets, and programs are available to help low-income families access healthy foods in the community, at school and at work. In addition to having a number of parks and trails, Nice Ride bikes and local YMCAs were mentioned as being valuable community resources that support healthy lifestyles.

Allina Health's role and opportunities

During the community dialogues, participants discussed ways Allina Health could help address the priority area. Ideas that came out of the session include:

- Offer physical activity opportunities in areas that are accessible, such as farmer's markets or existing groups, to help overcome barriers like transportation.
- Support mobile markets and partner with other organizations to source produce locally in the community.
- Create partnerships to support nutrition and physical activity in schools and workplaces.
- Host more community conversations to gather ideas to transform the community and identify champions for health and wellness.
- Create a tool for families seeking education about healthy eating and active living.
- Have doctors write out wellness prescriptions to eat healthy or get physical activity in the parks.
- Educate patients so they know all of the benefits of their health plans like Silver Sneakers.

Health care access

Vision for health

Participants envisioned a community where everyone understands how and where to access appropriate health care. Residents are able to work with a community-based health liaison or organization to navigate health insurance options. In addition, health care facilities are accessible and welcoming to people of all backgrounds and cultures and health care facility staff are either from the diverse community served, or trained to provide culturally competent care. To help overcome barriers like transportation, other health care models like home visits and mobile clinics provide preventative and acute care in the community.

Existing strengths

Participants shared that partnerships between health care systems and community health organizations have worked well for referring to and accessing appropriate care. Wellness Days with health screenings in community settings like workplaces and mobile markets are effective at bringing health care services to individuals in settings where they live and work. An emerging idea is to offer care guides and tools that make it easier for people to navigate health care services.

Allina Health's role and opportunities

During the community dialogues, participants discussed ways Allina Health could help address the priority area. Ideas that came out of the session include:

- Provide partnerships and leadership to community clinics.
- Review current location and accessibility of clinics, including hours, and consider changes to make it easier for individuals and families to access care.
- Create a system for home visits and bring services to people's homes.
- Improve communication about where to go to ask questions about health and accessing care.
- Offer mobile units at community events and gathering spots to provide education and basic health assessments and services.
- Create a model for facilitating access and overcoming barriers to navigating the health care system, including developing guides to show how to access and make the most of health care.
- Create an urgent care clinic in Minneapolis.

Employee survey results

Employees were asked to give their home address zip code and then rank the hospital's identified priorities. The most important priority was coded to a score of 1, so a lower average score indicates a higher priority to the employees. Respondents were then asked to select from among pre-identified options for the role that Allina Health could play in each priority area and were given an opportunity to share the most important thing Allina Health can do and offer any other comments.

Total Number of Respondents Abbott Northwestern Hospital: 184

Rank of Priorities:

1. Mental health and wellness (1.74 mean score)
2. Physical activity and nutrition (1.77 mean score)
3. Health care access (1.93 mean score)

Mental health and wellness:

- Allina Health's role (top 3):
 1. Make it easier to use our health care services
 2. Offer classes or support groups related to health issues
 3. Share information about health through seminars, meetings or websites
- Most important thing to do:
 - Decrease mental health stigma
 - Increase access for mental health support
 - Increased availability and affordability of mental health services
- Comments:
 - Hire more physicians/mental health providers
 - Partner with schools around mental health awareness

Physical activity and nutrition:

- Allina Health's role (top 3):
 1. Help create environments that make the healthy choice the easy choice
 2. Offer classes or support groups related to health issues
 3. Share information about health through seminars, meetings or websites
- Most important thing to do:
 - Have physical activity and nutrition services covered by insurance
 - Address Allina Health employee health & wellness through incentivizing gym memberships
 - Create and advertise safe (& inexpensive) spaces where the community can participate in physical activity
- Comments:
 - Offer free physical activity and nutrition classes

Health care access:

- Allina Health's role (top 3):
 1. Make it easier to use our health care services
 2. Work to create policies that promote and support health
 3. Help create environments that make the healthy choice the easy choice
- Comments:
 - Open more clinics/urgent care in the West Metro

Implementation Plan

Overview of process

After confirming the hospital's top three priorities with the community and gathering community ideas for action, Abbott Northwestern Hospital developed an implementation plan based on the input. This plan outlines the set of actions that the hospital will take to respond to the identified community needs including: goals, objectives, and process and outcome indicators with which the actions will be assessed. Existing community resources that address the issue are also listed so as to reduce duplication and identify possible partners.

After creating a draft implementation plan, Abbott Northwestern Hospital's Community Engagement Lead distributed the plan via email for review by community stakeholders. Stakeholders were asked to review, comment and suggest changes for the plan.

The following implementation plan is a three-year plan depicting the overall work that Abbott Northwestern Hospital will conduct to address the priority areas. Yearly work plans will be developed to provide detailed actions.

Priority 1: Mental health and wellness

Resources: In Hennepin County, there are many resources to support mental health and wellness, many of which are current partners with Allina Health. These include but are not limited to: faith communities, Washburn Center for Children, Walk-In Counseling Center, Peoples Center Health Services, Backyard Initiative, school districts, Hennepin County Medical Center and Children's Minnesota.

Goal: Support the mental health and wellness of Hennepin County residents along the entire mental health continuum.

Objectives:

1. Advocate for and partner with communities to develop a comprehensive and reliable continuum of mental health and addiction care, including identifying and eliminating any gaps in service.
2. Increase awareness of mental health issues and work to reduce the stigma associated with mental health conditions.
3. With other providers and community partners, collectively identify opportunities to jointly address the social conditions that affect mental health conditions, such as housing, employment opportunities, etc.

Priority 2: Physical activity and nutrition

Resources: In Hennepin County, many aspects of physical activity and nutrition are addressed through resources such as local farmer's markets, Three Rivers Park District, Backyard Initiative, Children's Minnesota, Hennepin County Medical Center, faith communities, local public health departments and the SHIP/CHIP collaboratives and not-for-profit organizations focused on healthy eating, active living and food insecurity.

Goal: Improve the health of Hennepin County residents by encouraging physical activity, promoting nutrition and reducing barriers to healthy food access.

Objectives:

1. Support physical activity and nutrition education opportunities in accessible locations where people are already gathering, and encourage park and program use by communities not currently utilizing them.
2. Partner with community to create additional resources that focus on cultural approaches to addressing obesity and chronic disease management in ethnically and culturally-diverse ways.

3. Commit Allina Health support and resources to increase access to healthy food for those who experience food insecurity.
4. Continue to offer Allina Health Community Health Improvement programs focused on physical activity and nutrition across Hennepin County.

Priority 3: Health care access

Resources: In Hennepin County, health care access is being addressed by organizations such as the People’s Center Health Services, faith communities, Backyard Initiative, local public health, local government and many non-profit organizations in addition to health care providers. Regionally, the Metropolitan Council and Metro Transit also play an important role in housing and transportation issues that facilitate access to needed services.

Goal: Create an environment where more members of the community access health care at the appropriate level, in facilities and settings that are welcoming and reflect the cultural diversity of the community.

Objectives:

1. Continue to explore and develop an Allina Health clinic-to-community resource referral process to improve patient care and outcomes.
2. Address infrastructure and community-based challenges that create barriers to health care access through partnerships with community organizations and local government.

Resource commitments

Allina Health will commit both financial and in-kind resources during 2017–2019 to ensure effective implementation of its planned activities to meet the goals and objectives identified. Resources may include specific programs and services offered by the hospital, staff time devoted to collaborations with others to advance collective work, charitable contributions and employee volunteerism.

Evaluation of objectives

Throughout the implementation phase, specific metrics will be tracked to document progress toward meeting goals and objectives and make adjustments to the implementation plan as needed. Specific evaluation plans will be established or continued for programs and initiatives as appropriate. Monitoring of population-level metrics and systemwide metrics will also provide context for the health status of the communities which Allina Health serves and the work of Allina Health overall (see Appendix B).

Acknowledgments

Staff at Allina Health would like to thank many partners who made this assessment and plan possible:

- Individual community members who offered their time and valuable insights;
- The Improve Group, who facilitated our community conversations;
- Partner organizations that met to review and prioritize data and develop implementation plans, and the individuals who contributed their expertise and experience to ensure a thorough and effective outcome;
- Allina Health and Abbott Northwestern Hospital staff who provided knowledge, skills and leadership to bring the assessment and plan to fruition; and
- Allina Health System Office staff and interns who supported the process throughout, including Christy Dechaine, Sarah Bergman, Brian Bottke and Axmed Siciid

Conclusion

Allina Health will work diligently to address the identified needs prioritized in this process by taking action on the goals and objectives outlined in this plan.

For questions about this plan or implementation progress, please contact:

- [Alison Pence](#), Community Engagement Lead for West Metro region at Alison.Pence@allina.com or
- [Debra Ehret Miller](#), Community Benefit and Evaluation Manager at Debra.EhretMiller@allina.com.

Copies of this plan can be downloaded from our website:

allinahealth.org/About-Us/Community-involvement/

Appendices

Appendix A: *Equity Care Guide Interview Notes, 3/31/16*

Three Allina Health equity care guides and their supervisor were interviewed regarding two priority areas identified across the Allina Health system during the data review and prioritization process.

Mental Health and Wellness

What is your vision for the community/patients you work with for mental health and wellness?

- Shorter wait times to see providers
- Undocumented people are not afraid to get help and it's affordable
- Persons would be treated with dignity and respect in the community (e.g., Somali) and there would be in-depth education in the Somali community to help with this vision
- Learning materials are available in different languages
- System assesses patients when they come in and “do today’s work today” so that a person who needs help gets it the same day and they are not let out the door without support
- We pay attention to stress and issues of daily life as well as specific “conditions” people might have

What do you think is currently working well at Allina Health or in the community to address mental health and wellness?

- Walk-in centers for counseling that exist in the community that do not require insurance
- Partners/resources such as CLUES and Neighborhood House
- NAMI
- Community paramedics—we can use them to assess and educate in the home/community
- Mental health integration with primary care
- Triage line
- Be the Change
- Patient representatives at clinics are available to help with billing questions; get people on Partner’s Care

What do you think Allina Health should do differently or support in the future to address mental health and wellness?

- More education and prevention—changes in policy and programs
- Connect people better to resources we have, such as Partner’s Care before bad debt and bills
- Better early case management—determine whether the need is for a care guide, social worker, etc.
- Greater visibility of mental health issues in the community
- Care guides specific to mental health

- Support for families of people who have mental health conditions/addiction
- Support (such as groups) for people with mental health conditions/addiction

Healthy Eating and Active Living

What is your vision for the community/patients you serve regarding healthy eating and active living?

Healthy Eating:

- We refer and use the Nutritionists, Dieticians and other experts in the system
- Healthy food would be accessible in neighborhoods like Cedar Riverside and around Abbott Northwestern
- There would be mobile markets where you can use food stamps
- There would be community gardens
- Programs would be culturally specific and focus on making changes for the whole family

Active Living:

- There would be inexpensive places to go close to home to be active
- Investments would be made in the community so that community members feel safe going outside and being active
- Insurance companies would give incentives to people for working out and/or going to their appointments

What do you think is currently working well at in the community or at Allina Health to address healthy eating and active living?

- Backpack programs that give kids food to take home during the weekend, such as Brainpower in a Backpack or Backpack Buddies
- Train-the-trainer models like the one used at VEAP
- Neighborhood House has inexpensive gym memberships. They also give fresh fruits and vegetables for individuals after an intake has been done.
- Health Partners Clinics are doing an incentive program related to healthy kid activities
- The local farmer's market at Abbott Northwestern

What do you think Allina Health should do differently or support in the future to address healthy eating and active living?

- We need to better connect patients to resources, specific ideas included:
 - Care navigation and more case management in the primary care environment, especially with chronic care management
 - Similar to the patient rep in a clinic, we should have someone specialized in mental health or diet in the clinics for immediate help
 - Assess patients' knowledge of resources and if they need help, give them resources
- Invest in neighborhood improvement initiatives
- Share recipes or materials with healthy meal ideas, or boxes of food and include recipes
- Incentivize people to make healthy choices
- Have Allina experts available to answer questions from staff or the community. For example, an “ask the expert” button at Allinahealth.com

Appendix B: Allina Health Systemwide Performance Indicators

Population Health Metrics

The following population-level indicators will be used to provide context and to monitor the community's status related to the identified priorities. Data will be analyzed at the county-level to match the hospital's defined community/communities in the CHNA process.

| Healthy Eating and Active Living/Physical Activity | | |
|--|---|---|
| Adult physical activity | Percentage of adults engaging in no leisure time physical activity | National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP) |
| Youth physical activity | Percentage of 9th graders who were physically active for 60 minutes or more on at least five of the last seven days | Minnesota Student Survey (MSS) |
| Adult fruit and vegetable consumption | Percentage of adults eating less than five servings of fruit and vegetables daily | Behavioral Risk Factor Surveillance System (BRFSS) |
| Youth fruit and vegetable consumption | Percentage of 9th graders consuming at least one serving of a) fruit and b) vegetables daily | MSS |
| Adult BMI | Percentage of adults who are overweight or obese | BRFSS |
| Mental Health and Wellness | | |
| Youth suicidal thoughts | Percentage of 9th graders with suicidal thoughts in the past year | MSS |
| Adult mental distress | Percentage of adults reporting more than 14 days of poor mental health per month | BRFSS |
| Addiction | | |
| Adult binge drinking | Percentage of adult males having five or more drinks on one occasion and females having four or more drinks on one occasion | BRFSS |
| Youth drinking | Percentage of 9th and 11th grade students who reported using alcohol within the past 30 days | MSS |
| Youth illicit drugs | Percentage of 9th and 11th grade students who reported using any illicit drugs (not alcohol or tobacco) during past 12 months | MSS |
| Adult current smokers | Percentage of adults who currently smoke cigarettes some days or every day | BRFSS |
| Youth smoking | Percentage of 9th graders who smoked one or more cigarettes, past 30 days | MSS |

| Aging | | |
|------------------------------------|---|---|
| Fall related deaths, 65+ | Number of adults age 65 and older who die as a result of a fall related injury (ICD10 codes W00 to W19) | Center for Disease Control and Prevention Wide-ranging Data for Epidemiologic Research (CDC WONDER) |
| Chronic Conditions prevalence, 65+ | Percent of adults age 65+ with a chronic condition | Minnesota Department of Health (MDH) |
| Access to Care | | |
| Uninsured | Percentage of population without health insurance coverage | MN Access Survey, MN Compass (Rice, Steele and Brown Counties) |
| Lack of consistent primary care | Percentage of adults who self-report that they do not have a primary care provider | BRFSS |

Systemwide Metrics

The following process indicators will be used to monitor Allina Health progress across the health system during 2017–2019 CHNA implementation phase. These metrics will be pulled from Allina Health records by System Office staff as needed.

| Mental Health and Wellness | |
|--|---|
| Employee volunteerism | Total number of volunteer hours tracked systemwide by Allina Health employees in community on projects and programs related to mental health and wellness. |
| Charitable contributions | Percent of all charitable contribution dollars given by the Allina Health system to organizations addressing mental health and wellness. |
| Healthy Eating and Active Living/Physical Activity | |
| Employee volunteerism | Total number of volunteer hours tracked systemwide by Allina Health employees in community on projects and programs related to healthy eating and/or active living |
| Charitable contributions | Percent of all charitable contribution dollars given by the Allina Health system to organizations addressing healthy eating and/or active living. |
| Access to Care | |
| Charitable contributions | Percent of all charitable contribution dollars given by the Allina Health system to organizations addressing health care access. (Reported for hospitals with health access as a priority in the CHNA). |



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