

Community Health Needs Assessment and Implementation Plan 2014–2016

Phillips Eye Institute, a part of Allina Health, cares about improving the health of the communities it serves. To do so, Phillips Eye Institute worked with community partners to conduct a community health needs assessment and develop a specific, local implementation plan to respond to the identified community needs.

Executive Summary

HOSPITAL SUMMARY

Phillips Eye Institute is part of Allina Health, a not-for-profit health system dedicated to the prevention and treatment of illness through its family of clinics, hospitals, care services and community health improvement efforts in Minnesota and western Wisconsin. Located in south Minneapolis, Phillips Eye Institute is the third largest eye specialty hospital in patient volume in the United States. Dedicated to the diagnosis and treatment of eye diseases and disorders, Phillips Eye Institute draws patients from a five state region to be treated by a Medical Staff of more than 170 ophthalmologists. Phillips Eye Institute offers an extensive array of specialty services from diagnostic tests and vision rehabilitation to laser eye treatments and specialized eye surgery.

Phillips Eye Institute's CHNA was conducted in collaboration and partnership with community members, community organizations, stakeholders from local public health and internal stakeholders. These partners assisted in the development of the hospital's priorities as well as in building the implementation plan.

TARGET AREAS AND POPULATIONS

For the purposes of community benefit and engagement, Allina Health divides its service area into nine regions. The region associated with Phillips Eye Institute is known as the West Metro Region and primarily serves Hennepin County in Minnesota. For the West Metro community health needs assessment, the focus of inquiry was Hennepin County. Also in the West Metro Area is Abbott Northwestern Hospital, also a part of Allina Health. Phillips Eye Institute and Abbott Northwestern Hospital are located in the same community and used the same data and process for the community health needs assessments, they have distinct priority needs and implementation plans.

NEEDS ASSESSMENT PROCESS

The needs assessment plan was based on a set of best practices for community health assessments developed by the Catholic Health Association with the purpose of identifying two to three regional priority areas to focus on for FY 2014–2016. The process was designed to rely on existing public data, directly engage community stakeholders and collaborate with local public health and other health providers. The West Metro Region Community Engagement Lead guided the effort for Phillips Eye Institute.

The Phillips Eye Institute assessment was conducted in three stages: data review and setting priorities, community health dialogues and qualitative interviews and action planning. The process began in April of 2012 with the development of the plan and was completed in August 2013 with the final presentation of the assessment and action plan to the Phillips Eye Institute Community Engagement Team, the Phillips Eye Institute Senior Leadership Team and the Phillips Eye Institute Foundation Board. The following is a description of the assessment steps and timeline.

DATA REVIEW AND PRIORITIZATION

The data review and priority-setting phase began with the compilation of existing health-related data. Stakeholders reviewed three datasets, including Stratis Health Minnesota County Profiles, Minnesota County-Level Indicators for Community Health Assessment, County Health Rankings and also reviewed the Hennepin County Community Health Improvement Plan (CHIP). Stakeholders were asked to look at both the data assembled by Allina Health and the priorities selected by Hennepin County to determine whether the hospitals in the West Metro area wanted to select priorities identified by the CHIP plan or choose other priority issues to focus its community health improvement efforts on in 2014–2016.

In an effort to align community health improvement efforts and resources with public health and other community partners, stakeholders chose to focus on the following issues identified in the Hennepin County CHIP process:

1. Childhood readiness for school
2. Health care access

COMMUNITY DIALOGUES AND QUALITATIVE INTERVIEWS

In spring 2013, Phillips Eye Institute and Abbott Northwestern Hospital held a series of meetings which were designed to solicit feedback from the community on how Phillips Eye Institute could most effectively address the selected priority issues. The community dialogues were an opportunity for Phillips Eye Institute to hear from a broader group of community members, identify ideas and strategies to respond to the priority issues and inform the action planning phase of the needs assessment. A dialogue report summarizes the findings and helped guide the development of the implementation plan.

To augment the Phillips Eye Institute CHNA process, the Division of Applied Research videotaped interviews of community members to help the hospital and Allina Health understand the unmet health needs of the community, solicit how Phillips Eye Institute could most effectively address the selected priority issues, and inform action planning. While analysis is not yet complete, the research team identified emerging themes that were incorporated into the implementation plan. When analysis is complete, results will be integrated into a messaging video that conveys actionable opportunities for the hospital, Allina Health and the community.

COMMUNITY ASSETS INVENTORY

Between the community health dialogues and the action planning phase, the Community Engagement Lead for Phillips Eye Institute developed an inventory of existing programs and services within the region related to the priority areas identified in the needs assessment. The inventory included the location of the program (hospital, clinic or community) as well as the target population and community partners. The purpose of the inventory was to identify:

- Gaps in services and opportunities for new work
- Where and with whom there is a lot of work already being done
- Opportunities for partnership and/or collaboration.

ACTION PLANNING

The final phase of the CHNA process was to develop the implementation plan for Phillips Eye Institute. The implementation plan is a set of actions that the hospital will take to respond to the needs identified through the community health needs assessment

process. Phillips Eye Institute used its Phillips Eye Institute Community Engagement Team to engage with internal and external stakeholders including the Phillips Eye Institute Senior Leadership Team, the Phillips Eye Institute Foundation, the Minneapolis Public Schools and the St. Paul Public Schools over three meetings to develop the implementation plan for FY 2014-2016.

The process included four steps:

1. Identifying key goals, objectives and indicators related to the priority issues
2. Reviewing Community Health Dialogues report, themes from the qualitative interviews and Community Assets Inventory
3. Selecting evidence-based strategies and programs to address the issues
4. Assigning roles and partners for implementing each strategy.

IMPLEMENTATION PLAN

The implementation plan is a three-year plan depicting the overall work that Phillips Eye Institute plans to do to address its priority issues in the community. Annual work plans will be developed to provide detailed actions, accountabilities, evaluation measures and timelines.

Maternal and child health

Goal: Increase childhood readiness for school

INDICATOR

- Increase proportion of children who access vision care

Phillips Eye Institute's strategy to increase childhood readiness for school in its community will focus on increasing access to eye care for all children and populations with unmet vision care needs and examining the connection between access to vision care and school readiness. Planned programs include:

- Expanding Early Youth Eye care (E.Y.E) program to include all elementary schools in Minneapolis and St. Paul. *Partners: Minneapolis Public Schools, St. Paul Public Schools*
- Expanding the Kirby Puckett Education Center to include the creation of a mobile eye clinic to serve populations not currently receiving vision services.

Partners: Minneapolis & St. Paul Public Schools, Organizations serving low-income populations, Outstate communities

- Partnering with Wilder Research or the University of Minnesota to examine the link between access to vision care and school readiness. *Partners: Wilder Research, University of MN, Minneapolis & St. Paul Public Schools*

Health care access

Goal: Increase access to health care services

INDICATOR

- Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care.

Phillips Eye Institute's strategy to increase access to health care services in its community will focus on providing transportation services to Phillips Eye Institute patients. Planned programs include:

- Continuing to provide free transportation for Phillips Eye Institute patients to access their vision care services.

CONCLUSION

As a not-for profit hospital, Phillips Eye Institute is dedicated to improving the health of the communities it serves. This implementation plan is intended to show that the hospital will partner with and support community and clinical programs that positively impact the identified health needs in 2014-2016. In addition, the hospital will participate in system-wide efforts, as part of Allina Health, that support and impact community health. There are other ways in which Phillips Eye Institute will indirectly address these priority issues along with other needs, through the provision of charity care, support of Medicare and Medicaid programs, discounts to the uninsured and more. Altogether, Phillips Eye Institute will continue to engage with the community to ensure that the work in the plan is relevant and effective, and to modify its efforts accordingly.

The full report for the Phillip Eye Institute's community health needs assessment can be found at allinahealth.org.



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