

Community Health Needs Assessment and Implementation Plan 2014–2016

St. Francis Regional Medical Center, a part of Allina Health, cares about improving the health of the communities it serves. To do so, St. Francis Regional Medical Center 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

St. Francis Regional Medical Center is jointly owned by Essentia Health Critical Access Group, Allina Health and Park Nicollet Health Services. Its Catholic identity is sponsored by the Benedictine Sisters of the St. Scholastica Monastery in Duluth. This unique structure enables St. Francis to combine the caring and compassion of a community hospital with the modern medical technology, specialties and services found in the metro area. St. Francis provides a full range of inpatient, outpatient and emergency care services on a collaborative medical campus with more than 30 other clinics and health care providers.

Saint Francis Regional Medical Center conducted its community health needs assessment (CHNA) in collaboration and partnership with community members, community organizations, stakeholders from local public health, and internal stakeholders at Saint Francis Regional Medical Center and affiliated clinics. 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. For the South Metro Region, which includes St. Francis Regional Medical Center, the focus of the community health needs assessment (CHNA) was Scott County and Eastern Carver County.

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 South Metro Region Community Engagement Lead guided the effort for St. Francis Regional Medical Center.

The St. Francis Regional Medical Center assessment was conducted in three stages: data review and setting priorities, community health dialogues and community assets inventory, and action planning. The process began in April 2012 with the development of the CHNA plan and was completed in August 2013 with the final presentation of the assessment and action plan to the St. Francis Regional Medical Center Mission and Strategy Committee and Board of Directors. The following is a description of the assessment steps and timeline created by the CHNA Team.

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, and County Health Rankings. They then developed an initial list of priorities. Assessment stakeholders used the Hanlon Method, a systematic prioritization process, to rank the health-related issues based on three criteria: size of the problem, seriousness of the problem, and estimated effectiveness of the solution. Stakeholders were then asked to consider the numerical rankings given to each issue along with a set of discussion questions to choose the final priority issues.

The prioritization process identified the following three priority issues for the community:

1. **Mental health/substance abuse**
2. **Nutrition/physical activity**
3. **Access to Care**

COMMUNITY DIALOGUES

In spring 2013, St. Francis Regional Medical Center held meetings designed to solicit feedback from the community on how the hospital could most effectively address the selected priority issues. These community dialogues were an opportunity for St. Francis Regional Medical Center 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 will guide the development of the implementation plan.

COMMUNITY ASSETS INVENTORY

Between the community health dialogues and the action-planning phase, the Community Engagement Lead for St. Francis Regional Medical Center 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 Saint Francis Regional Medical Center. 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. St. Francis Regional Medical Center used its Community Advisory Council to engage with internal and external stakeholders including representatives from Carver and Scott County Public Health, 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 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 St. Francis Regional Medical Center plans to do to address priority issues in the community. Yearly work plans will be developed to provide detailed actions, accountabilities, evaluation measures and timelines.

Mental health/substance abuse

Goal: Create a sustainable framework for improving mental health

INDICATORS

- Lower the suicide rate per 100,000 people
- Increase the proportion of adults and children with mental health disorders who receive treatment
- Increase the proportion of persons with co-occurring substance abuse and mental disorders who receive treatment for both disorders.

St. Francis Regional Medical Center's strategy to address the issue of mental illness and substance abuse will focus on strengthening mental health services in the community and increasing the number of people impacted by mental health and substance abuse programs supported by St. Francis. Planned programs include:

- Participating fully in county-wide consortiums that address mental health in the community. *Partners: public health, mental health providers, local government*
- Maintaining and promoting hospital and clinic-based support groups for patients and community members who need support related to their mental health as a part of a holistic approach to chronic disease. *Partners: clinics, mental health providers*
- Piloting programs that address the mental health needs of adolescents and at-risk populations. *Partners: community diversity groups, schools*
- Continuing support of mental health crisis teams in the regions. *Partners: public health, community mental health providers*
- Developing and enhancing the mental health service line at St. Francis. *internal*

Nutrition/physical activity

Goal: Reduce obesity and hunger insecurity

INDICATORS

- Reduce the proportion of adults and children who are obese or overweight
- Reduce household food insecurity
- Increase the variety and contribution of fruits and vegetables to the diets of the population aged two years and older
- Increase the proportion of new mothers who breastfeed their infants
- Reduce the proportion of adults who engage in no leisure time exercise
- Increase the proportion of adults and adolescents who meet current federal physical activity guidelines for aerobic physical activity and for muscle-strengthening activity.

St. Francis Regional Medical Center's strategy to address the issue of physical activity and nutrition will focus on strengthening the ability of people in the community to engage in healthy behaviors, concentrating on two key areas: reducing obesity and hunger. Planned programs include:

- Supporting and encouraging breastfeeding programs internally and in the community. *Partners: local public health, community health organizations, clinics, employers and providers*
- Promoting and developing programs that will promote healthy eating, active living and life balance. *Partners: local public health, community health organizations, clinics, and providers*
- Supporting the adoption of policies that promote healthy eating and active living in the community. *Partners: local public health, community health organizations, clinics, providers*
- Continuing to support community programs that increase physical activity and nutrition with a focus on reaching diverse populations. *Partners: local public health, community health organizations, local community organizations, clinics, and providers*
- Providing financial support to community partners. *Partners: local public health, community health organizations, clinics, and providers*
- Supporting local food shelves and hunger-fighting initiatives through employee volunteerism and charitable giving. *Partners: local public health, community health organizations, clinics, and providers*

Access to care

Goal: Increase access to healthcare in the community, especially among vulnerable populations

INDICATORS

- Increase the percentage of persons with a usual primary care provider
- Reduce the percentage of persons who are unable to find or delay seeking necessary medical care, dental care or prescription medicines

St. Francis Regional Medical Center's strategy to increase access to care in its community will focus on one key area, strengthening the ability of uninsured persons in the community to access the full continuum of care. Planned programs include:

- Partnering with local health consortiums and developing community partnerships to assess the ability of members of the community to access the full range of health-care related services. *Partners: local public health, community health organizations, clinics, providers*
- Providing financial support to local entities that provide care and services to people without insurance. *Partners: local public health, community health organizations, charity care providers*

CONCLUSION

As a faith-based, not-for profit hospital, St. Francis Regional Medical Center 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 St. Francis Regional Medical Center will indirectly address these priority issues along with other needs, such as through the provision of charity care, support of Medicare and Medicaid programs, discounts to the uninsured and others. St. Francis Regional Medical Center will continue to engage with the community to ensure that the work in the plan is relevant, effective and to modify its efforts accordingly.

The full report for the St. Francis Regional Medical Center's community health needs assessment can be found at allinahealth.org.



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