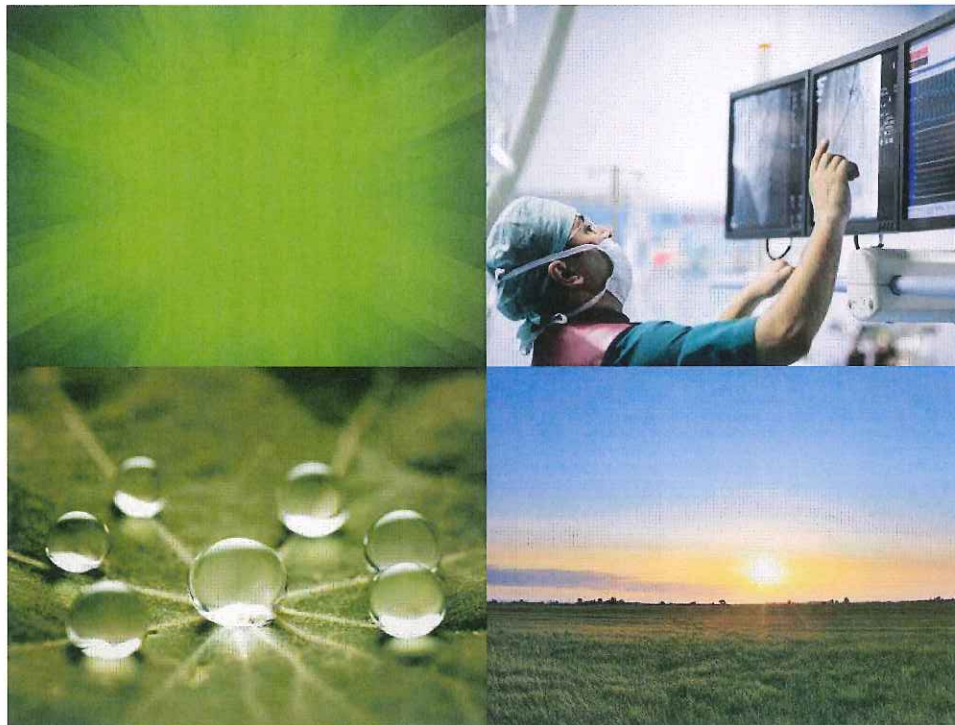


Implementation Strategy

As a result of 2015–2016 Community Health Needs Assessment



CHI LakeWood Health
Baudette, Minnesota

November 2016

Introduction

CHI LakeWood Health is located in the city of Baudette, a rural and isolated area of northern Minnesota. CHI LakeWood Health is licensed as a 15 bed critical access hospital.

CHI LakeWood Health opened in March 1950 as Baudette Community Hospital. It was owned by the community and operated by the Sisters of St. Joseph, Crookston, Minnesota. The hospital was leased to the Sisters of St. Joseph in 1954 and in 1957 the Sisters purchased the hospital and changed the name to "Trinity Hospital".

In 1982, the Sisters of St. Joseph entered into a management contract with United Health Resources of Grand Forks, North Dakota until they sold the hospital to Franciscan Sisters Health Care, Incorporated in 1985. During this time, Trinity Hospital took over management of the Pioneer Nursing Home, the long-term term care facility located one mile east of the hospital. In 1986, the hospital acquired the county-owned public health service. Trinity Hospital bought the Pioneer Nursing Home in 1990 and the name was changed to "LakeWood Health Center" to reflect the coming together of acute care, long-term care (LakeWood Care Center), and home health/public health (LakeWood Nursing Service) under one umbrella.

Catholic Health Corporation of Omaha, Nebraska took over sponsorship of LakeWood Health Center in 1993. Two years later they merged with two other large Catholic health care systems to form Catholic Health Initiatives (CHI), the current sponsor, based in Englewood, Colorado.

CHI LakeWood Health completed a building and renovation project in 2000 that resulted in all health care services being available on one campus. LakeWood Nursing Service transferred to Catholic Health Initiatives Health Connect At Home. The operation moved off site in June 2010 and the financial operations were separated in December of 2010. Catholic Health Initiatives At Home discontinued home health services in Lake of the Woods County and public health, school nursing, Parker's Arc transferred back to CHI LakeWood Health in July of 2012. CHI LakeWood Health is the only hospital, clinic and licensed long term care provider in Lake of the Woods County.

CHI LakeWood Health is committed to the promotion of healthier communities. CHI LakeWood Health is proud of its Catholic heritage and its ability to provide direct and indirect

support to the communities it serves. CHI LakeWood Health is included in the Official Catholic Directory as a tax-exempt hospital.

Mission

“The mission of CHI LakeWood Health and Catholic Health Initiatives is to nurture the healing ministry of the Church, supported by education and research. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we create healthier communities.”

The vision for Catholic Health Initiatives and CHI LakeWood Health is to live up to our name as one CHI –

- Catholic:** Living our Mission and Core Values.
- Health:** Improving the health of the people and communities we serve.
- Initiatives:** Pioneering models and systems of care to enhance care delivery.

Identified Geographic Area and Populations

CHI LakeWood Health is located in Baudette, a rural and isolated area of Northern Minnesota serving Lake of the Woods County and surrounding counties of Roseau, Koochiching, Beltrami and on occasion residents of Canada. Lake of the Woods County also includes the Northwest angle, the northern most point of the lower 48 states. Closest neighboring cities with hospital access include Roseau at 58 miles to the west, International Falls at 69 miles to the east, Bemidji at 102 miles to the south. Lake of the Woods County borders Canada to the north.

CHI LakeWood Health primarily serves Lake of the Woods County and areas immediately adjacent to the county border. This service area is defined based on the location of the medical facilities, the geographic distance to other hospitals and the history of use by consumers. Located in the hospital’s service area are the communities of Baudette (population 1,059 in 2014) Williams (191 population in 2010) Angle Inlet - a census-designated place, unincorporated community (population 60 in 2010) and Birchdale (an unincorporated community in Koochiching County 26 miles east of Baudette). According to the 2015 U.S. Census Bureau, the racial make up of Lake of the Woods County is 95.1% white. Lake of the Woods County population is declining with a higher median age than the state median age. The percentage of population over age 65 is 22.7% in 2015 and is above

the state average of 14.7% in 2015. The population age 65 and over in Lake of the Woods County is projected to be over 31% in 2035. Children living in poverty is above the state average at 18 to 19%. The median household income in Lake of the Woods County is \$45,119 (2010-2014 US Census Bureau), well below the state average of \$60,828. Lake of the Woods County is a rural and isolated area with 3.0 persons per square mile. (The focus will be on Lake of the Woods County for measurement purposes.)

How the Implementation Strategy Was Developed

CHI LakeWood Health implementation strategy was developed based on the findings and priorities established by the Community Needs Assessment conducted by CHI LakeWood Health and a review of LakeWood Health Center's existing community benefit activities. CHI LakeWood Health provided leadership for the Community Health Needs Assessment and contracted a facilitator from the University of Minnesota Extension Office to assist with the community forum. CHI LakeWood Health Center's Interim President, Vice President of Operational Finance, Mission Director, Social Worker, Public Health Director, Vice President of Patient Care Services, Director of Lake of the Woods County Social Services developed the strategies for 2016 – 2019.

See also Community Health Needs Assessment: LakeWood Health Center, Baudette, Minnesota (2015 – 2016).

Major Needs and How Priorities Were Established

The following community needs were identified by those participating in the community forums. The information was presented to LakeWood Health Center Board of Directors. The needs were prioritized by CHI LakeWood Health Center's Interim President, Vice President of Operational Finance, Mission Director, Social Worker, Public Health Director, and Director of Lake of the Woods County Social Services. Strategies were explored and through dialogue and consensus, the priorities were ranked as follows:

- Elderly Services to include community support and future consideration of housing
- Mental Health Services
- Drug and Alcohol Abuse
- Nutrition, Physical Activity – Obesity

Description of what LakeWood Health Center will do to Address Community Needs

1. Elderly Services to include community support and future consideration of housing for elderly –

- Rural Health Clinic Nurse Visiting Program was established -
Re-establish, maintain and grow program
- Participate in dialogue with Land of the Dancing Sky Area Agency on Aging (Interagency dialogues)
- Research palliative care options – for end of life and chronic disease clients
- Collaborate and refer clients to appropriate resources in the county
- Continue to research hospice feasibility with low client volume
- Explore advocacy opportunities with MN Hospital Association and Leading Age Services
- Continue to support the Brink Senior Center and nutrition program through advocacy, board member representation, donations, fund raising activities

#2. Mental Health Services --

- Maintain current Behavioral Health Services at CHI LakeWood Health and add provider or expand schedule to accommodate needs for Medicare clients (contracted through LifeCare Medical Center, Roseau, MN – current four days/week)
- Continue tele-health services for psychiatric care – inpatient, emergency and outpatient services -- Add providers as needed
- Explore recruitment for onsite psychiatrist to visit for initial evaluations
- Inventory and promote mentor programs for young people in the community
- Collaborate with community partners to sponsor and promote related trainings or workshops and participate on Suicide Awareness and Prevention Coalition
- Continue to sponsor, support and participation of the community grief support program (Lake of the Woods County provides the facilitator)

#3. Alcohol and Drug Abuse/Dependency -

- Continue collaboration and support with Lake of the Woods County Drug Court Program (grant funded)
- Explore policies for tighter management of narcotics (Bemidji Pain Clinic and CHI St. Francis, Little Falls)
- Continue participation with community partners and Lake of the Woods County Prevention Coalition
 - ✓ Offering Responsible Beverage Server Training for local establishments
 - ✓ Performing Alcohol Compliance Checks with local law enforcement
 - ✓ Prevention activities to include awareness and media presence
 - ✓ School curriculum and work with student group (STUDS)

#4. Nutrition, Physical Activity and Obesity – (Cardiovascular Wellness)

- Continue “Wellness at Work” for LakeWood Employees as role models for the community and share experience and model with other business or organizations
- Continue assistance and promotion of local 5K walk/races for the community
- Hire registered dietitian or utilize consulting dietitian for outreach along with collaboration with other organizations (School, 4-H clubs, Homemaker Clubs, Extension Educators)
- Continue SHIP (Statewide Health Improvement Program) collaboration – which includes worksite wellness, gardening project, biking – walking paths in community, smoke free housing
- Continue Prescription Fruit and Veggie Program – partnered with Foundation to sponsor the activity
- Promote and support I CAN Prevent Diabetes - Education and support groups
- Sponsor exercise and/or weight loss programs for the community
- Continue Body Works (up to date equipment and dedicated space for exercise)
- Continue screening (i.e.: Blood Pressure, Blood Sugar, Cholesterol) at health fairs and events where requested
- Continue foot care clinics through CHI LakeWood Public Health

Although CHI LakeWood Health recognizes the importance of all needs identified by the community, LakeWood Health Center will not directly design strategies for all issues due to limits on resources, expertise or duplication of effort.

The concern about affordable healthcare coverage has been addressed on a national level. CHI LakeWood Health has programs available to facilitate financial counseling, enrollment into Medicaid, application to charity care funds and payment plans. Lack of available pharmacy on weekends is out of our scope however medications are filled for emergency room outpatients as prescribed.

The concern for the low income, poverty levels in Lake of the Woods County is shared by all who live and work in the area. CHI LakeWood Health will continue to care for the poor and believes that access to necessary health care services should never be based on the ability to pay. The remedy to address poverty in the community is beyond the scope of CHI LakeWood Health: however LakeWood will continue to promote collaboration with colleges to provide education in the health care field and continues to work with employees who desire to further their education. CHI LakeWood Health welcomes students for employment as certified nursing assistants and dietary aides. CHI LakeWood offers the nursing assistant course to

provide the required education for certification and registration, has been a partner in providing the LPN program in Baudette in the past and provides a living wage as an employer and continues to follow market surveys in the area for fair wage. CHI LakeWood Health is experiencing staff shortage similar to other health care facilities in key areas such as nursing, physical therapy, radiology technician and will develop a plan to recruit in these hard to fill positions.

The concern for improved choices for grocery shopping (more stores) is noted but out of the scope of service for a health care facility. CHI LakeWood Health will continue to provide garden spots for community members and does work with SHIP to promote gardening in our community. LakeWood continues to assist the Farmer's Market where appropriate. The farmer's market boosts the local economy as well as improves access to fresh produce for community members and visitors. CHI LakeWood Health will continue to collaborate with the Brink Senior Center and the nutrition program that provides nutritious meals for seniors.

CHI LakeWood Health has collaborated with LifeCare Medical Services (Roseau, MN) to establish Behavioral Health Services in Baudette. There are currently three counselors staffing the department with appointments available 4 days per week. CHI LakeWood Health will strive to maintain at four days per week (or increase hours in the department at five days per week if needed.) LakeWood will continue to work with LifeCare to maintain these providers as it is known that it is advantageous for the patient to consider personality and interaction style along with expertise in the therapy setting. Medication management provided by a psychiatrist is a known gap. Tele-health services are assisting our community members however those who have difficulty traveling or are unable to travel for the initial evaluation continue to have access issues or delay in treatment.

CHI LakeWood Health Clinic is structured for a staff of two – three physicians and two midlevel providers. During times of transition and recruitment, LakeWood acknowledges a change in staffing and patients do experience delays for scheduling a routine appointment. Staffing is adjusted with locums and nurse practitioners to allow for vacations and continuing education requirements for providers. Recruitment for new physicians and nurse practitioners has recently been successful. New models of staffing have been recently implemented to

include a part-time physician. Recruitment for specialists is ongoing and a part of the current strategy for growth and service for our patients. Tele-health/telemedicine continues a current strategy that improves access for Lake of the Woods County residents and CHI LakeWood is actively working with other organizations to provide tele-health services. Physician alignment and retention is a current strategy at CHI LakeWood Health and Catholic Health Initiatives.

Approval

Each year the LakeWood Health Center Board of Directors reviews the prior fiscal year's Community Benefit Report. (This meeting is generally scheduled in October). The Community Benefit Implementation Strategy for addressing priorities identified in the most recent Community Assessment will be reviewed and approved annually.

The Community Health Needs Assessment and Implementation Strategy Plans will be included in the IRS 990 Schedule H narrative and this will be approved by the Board of Directors.

This report was prepared for November 7, 2016, CHI LakeWood Health Board approval:

Kay M. Schell Mission

Kay M. Schell, Mission
By Name and Title

11-7-16

Date