

# Community Health Needs Assessment Establishing Health Priorities Reporting Document

## **Introduction**

Hendricks Community Hospital Association (HCHA) agreed to participate in the Community Health Assessment process administrated by the National Rural Health Resource Center (The Center) of Duluth, Minnesota. In June 2015, The Center conferred with leaders from the hospital to discuss the objectives of a community health needs assessment including focus groups, secondary data analysis and strategic planning. Results were presented in a two part process: 1) webinar highlighting national changes in the health care system and findings from the focus groups and secondary data analysis, and 2) on-site discussion meeting to review secondary data analysis and focus group findings, identify community health priorities and develop strategic objectives.

## **Description of Community Served**

HCHA provided The Center with market share demographics and utilization, previous community health needs assessment findings and current strategic plan. Four focus group events were coordinated in the community in September 2015. One group was cancelled due to inclement weather and individuals were instead convened for phone interviews. Secondary data analysis included data from the county where HCHA is located (Lincoln County, Minnesota) and two surrounding counties representing the market share (Yellow Medicine County, Minnesota and Brookings County, South Dakota) as well as data for the state of Minnesota and U.S., as available.

## **Input from Broad Interests**

- Conducted focus groups: participants represented business/community leaders, health care providers (including public health), seniors and young parents. A total of 24 individuals were interviewed. Each focus group session was approximately 60 minutes in length and included the same questions. The questions and discussions at the focus groups were led by Kami Norland of The Center. No identifiable information is disclosed in the focus group summary to maintain confidentiality

## **Prioritized Health Needs**

On Thursday, September 24, 2015, members of the hospital board and hospital leadership (the Team) were assembled to begin the process to identify the top community health needs and conduct strategic planning. This Team participated in a discussion regarding the state and national health care environment and review of the focus group and secondary data analysis findings. The group discussed next steps for the strategic planning session to be held on-site at HCHA in late October. On Thursday, October 29, 2015, the Team met on-site for the strategic planning

session. The session began with an introduction to strategic planning and a review of the focus group and secondary data analysis findings. The Team then rated the community health needs based on the ability of the hospital to respond to the needs of the community. The top community health needs identified were:

- Awareness of Services (External and Internal)
- Staff Recognition, Resiliency, Retention and Recruitment
- Mental Health Needs
- Affordable Care
- Wellness Promotion
- Drug and Alcohol Abuse

These needs were then evaluated based on urgency, feasibility within the hospital's resources, existing community strengths, and opportunities to partner with other local organizations. The Team discussed each of the identified health needs.

With the goal of promoting positive perception of local health care and promoting existing healthcare services; the Team identified what HCHA can do to meet this goal. A facilitation method designed to achieve group consensus-based decisions that respects the diversity of participant perspectives, inspires individual action and moves the group toward joint resolve and action was utilized. This method creates awareness about new relationships between data and acknowledges the level of the group's consensus at any given moment. The conversation is aimed towards identifying actions HCHA can take towards addressing the community's top health needs identified.

Team members began by individually brainstorming potential actions to address this goal. Team members then shared their ideas with a partner and identified the top potential actions they wished to share with the full group. These potential actions were posted on a Conversation Board for all to read and discuss. After the actions were organized, the Team collectively developed objectives to describe the potential activities HCHA could pursue as outlined in the table below.

<p><b>Consensus Strategic Objectives</b></p>	<p><b>Expand Marketing Strategies</b> Let people know what we are about; Don't just come here when you are sick; Create our own niche</p>	<p><b>Foster Internal Culture of Appreciation and Development</b> Setting internal culture and value; intentionality; investing in our #1 resource = valuable staff; fun place to work; staff education</p>	<p><b>Engage the Community in Wellness</b> Be active in the community; communicate with the community; useful tools for wellness</p>	<p><b>Explore Provision of Mental Health Services</b> Evaluate/research mental health opportunities</p>	<p><b>Enrich Financial Stewardship</b></p>
<p><b>Pillars</b></p>	<ul style="list-style-type: none"> <li>• Health Services Growth</li> <li>• Increase use of social media for marketing/recruitment <ul style="list-style-type: none"> <li>• U-tube feature videos</li> <li>• News letter</li> </ul> </li> <li>• Improve awareness of services <ul style="list-style-type: none"> <li>• Increase employee awareness to promote services</li> <li>• Promote special services</li> <li>• Ongoing feature promotion</li> </ul> </li> <li>• Local radio access and promotion of services to increase utilization</li> <li>• Age appropriate marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Mission and Culture</li> <li>• Provider Relations</li> <li>• Intentional Leadership training/development <ul style="list-style-type: none"> <li>• Staff / Team building</li> </ul> </li> <li>• Effective recruitment and hiring practices to retain quality employees long-term.</li> <li>• Build staff recognition, resiliency, retention and recruitment strategies. Communicate in work and action appreciation for all employees</li> <li>• Look act like employer of choice</li> <li>• Formalize education for staff development dedicated to work culture</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer Value</li> <li>• Community education on EMR access and utilization</li> <li>• Patient/family advisory council</li> <li>• Develop Wellness Seminars/Programs</li> <li>• Foster peer support to promote wellness</li> <li>• Leverage appropriate medical technology</li> <li>• Fit bit</li> <li>• Community education forums. Collaboration with other experts to promote specific education</li> <li>• Big Stone</li> <li>• Dietician</li> <li>• Diabetes Education</li> </ul>	<ul style="list-style-type: none"> <li>• Health Services Growth</li> <li>• Consumer Value</li> <li>• Community awareness <ul style="list-style-type: none"> <li>• What's available</li> <li>• Promote and improve alignment with Marshall, Avera Behavioral Health, Tele-psychiatry, Brookings</li> <li>• Improvement of process to access</li> </ul> </li> <li>• Staff education/Development for care coordination</li> <li>• Education on how to identify mental health symptoms and improve process for accessing care</li> <li>• MDH survey participation</li> <li>• Collaboration with Southern Prairie initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Protect Future of HCHA – long term financial viability</li> <li>• Collaborative efforts to solicit gifting to HCHA <ul style="list-style-type: none"> <li>• Support HCHA Foundation</li> <li>• Thrivent Financial</li> <li>• Develop ongoing fundraising plan</li> <li>• Managing cost of care</li> <li>• Stable work force</li> <li>• Increase Volunteerism</li> <li>• Engage social resources beyond our door</li> </ul> </li> </ul>
<p><b>Ideas for action</b></p>					

This list of potential activities identified by the Team will be reviewed by hospital leadership and compared to existing promotional and outreach service offerings. Hospital leadership will then operationalize a plan of actions to address the identified health goal by completing the Community Health Assessment Action Plan Worksheet.

### **Dissemination**

- HCHA posted a summary of the community health needs assessment findings and implementation strategy online  
[http://www.hendrickshosp.org/pdfs/CHNA\\_report.pdf](http://www.hendrickshosp.org/pdfs/CHNA_report.pdf)
- HCHA disseminated a press release of the community health needs assessment findings and implementation strategy in the local newspaper

### **Implementation Strategy**

- Hospital leadership assembled to operationalize the community health assessment action plan which identifies the objectives, organization's responsible, a timeline, a list of partners and resources, and how the objective will be measured for success (see Community Health Assessment Action Plan)

## Resolution to Approve Community Health Needs Assessment Implementation Plan

Whereas the board of Hendricks Community Hospital Association (HCHA) approved of and oversaw the implementation of a Community Health Assessment process for the purpose of improving community health status and meeting Internal Revenue Service mandates enacted through the Patient Protection and Affordable Care Act;

Now therefore be it resolved that the board of HCHA does hereby adopt this resolution to accept the Community Health Needs Implementation Plan presented on this day to address to the following prioritized health needs:

- Awareness of Services (External and Internal)
- Staff Recognition, Resiliency, Retention and Recruitment
- Mental Health
- Affordable Care
- Wellness Promotion
- Alcohol Use

Upon vote taken, the following voted:

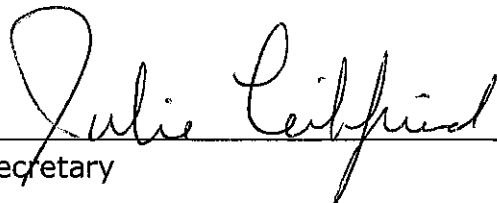
For: 7

Against: 0

Whereupon said Resolution was declared duly passed and adopted this 24 day of March 2016.



Board chair



Attest: Board Secretary



## Community Health Assessment Action Plan

<b>Community Health Concern (Goal): Next 12 months</b>						
Objective (Activities)	Activity Lead	Timeline	Partners	Resources Needed	Measure of Success	
<b>Expand Marketing Strategies</b>						
Use of Social Media						
Improve awareness of services						
<b>Foster Internal Culture of Appreciation and Development</b>						
Intentional leadership training/development						
Build staff recognition, resiliency, retention and recruitment strategies						
<b>Engage the Community in Wellness</b>						
Community education forums with expert collaboration						
Patient/family advisory council						
<b>Explore Provision of Mental Health Services</b>						
Community Awareness						
Mental Health Program Awareness						
<b>Enrich Financial Stewardship</b>						
Financial viability						
Managing cost of care						

