

2016 Community Health Needs Implementation Plan



NORTH MEMORIAL
HEALTH



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Introduction

Background

North Memorial Health Hospital (NMHH) in Robbinsdale, Minnesota has provided care to people in the northwest Twin Cities metro communities since 1954. The Patient Care and Affordable Care Act of 2010 requires that all 501(C) (3) hospitals conduct a community health needs assessment (CHNA) to meet the U.S. Department of Treasury and Internal Revenue Service (IRS) rules. The overarching view of the community health needs assessment must be health needs from the perspective of the community, not the perspective of the hospital and health care providers.

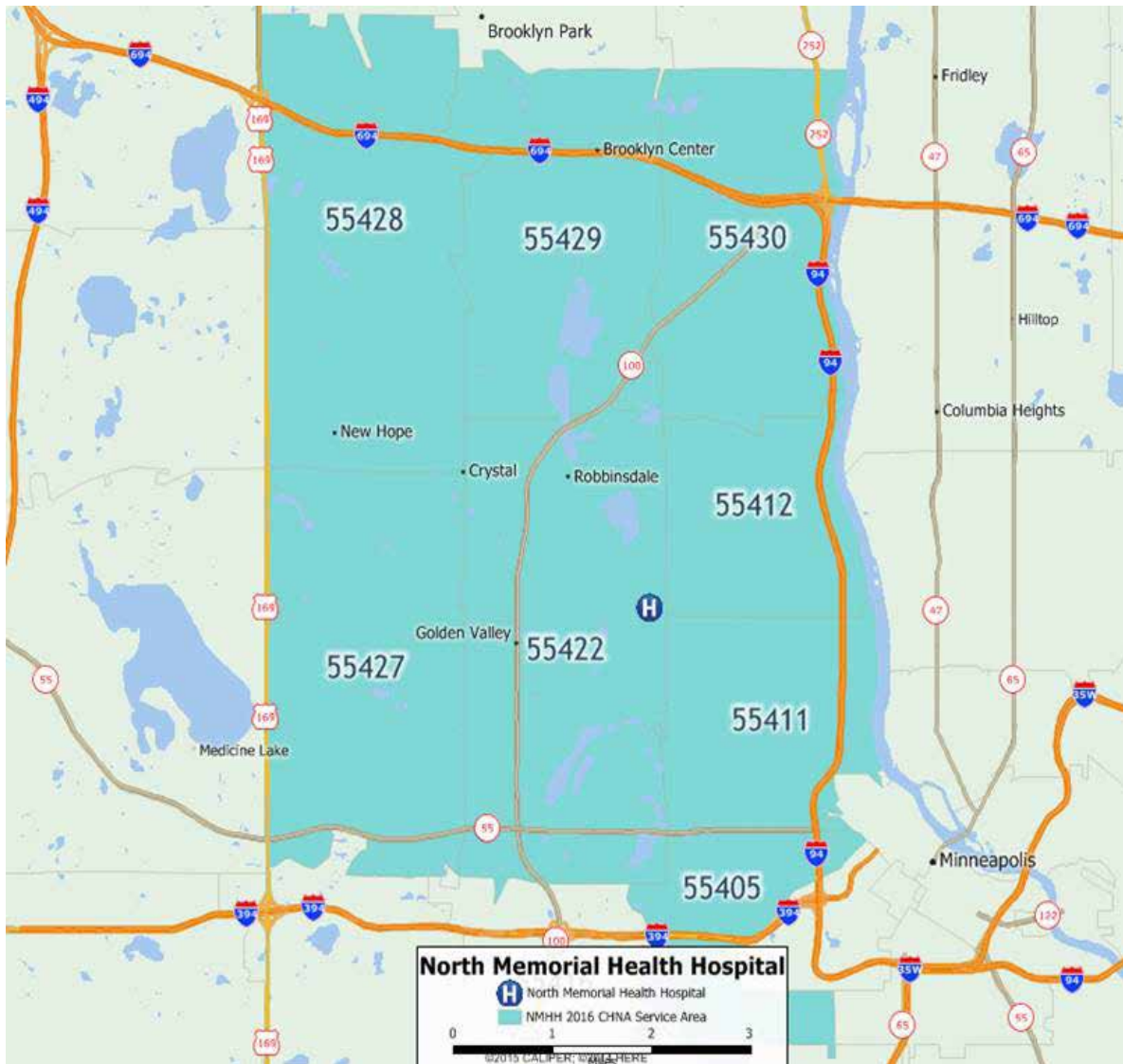
During 2016, North Memorial Health Hospital conducted its second Community Health Needs Assessment. This Community Health Needs Assessment took into account input from persons who represent the broad interests of the assessed community including:

- Persons with special knowledge of or expertise in public health
- Representatives of medically underserved, low income and minority populations
- Populations with chronic disease needs

The overall Community Health Needs Assessment process was guided by the North Memorial Health Hospital Community Health Steering Committee.

The implementation plan outlined in this report takes into account input from community stakeholders and partners. The implementation plan is a three-year plan depicting the work North Memorial Health Hospital will conduct to address the identified health priorities. Yearly work plans will be developed to provide detailed actions. North Memorial Health Hospital, when possible, will collaborate with community organizations to address these needs. This implementation plan provides the foundation for the community benefit work North Memorial Health Hospital will conduct from 2017 - 2019.





Community Health Assessment Area

North Memorial Health Hospital's primary focus for the Community Health Needs Assessment is defined by the following zip codes which includes portions of the following cities:

- 55411 Minneapolis (97.07%) Golden Valley (2.93%)
- 55412 Minneapolis (100%)
- 55422 Golden Valley, MN (51.78%) Robbinsdale, MN (34.05%) Crystal, MN (14.05%), Brooklyn Center, MN (0.12%)
- 55427 Golden Valley, MN (52.08%) New Hope, MN (28.77%) Crystal, MN (19.15%)
- 55428 Brooklyn Park, MN (45.71%) New Hope, MN (36.93%) Crystal, MN (17.35%)
- 55429 Brooklyn Center, MN (57.81%) Crystal, MN (28.29%) Brooklyn Park, MN (13.90%)
- 55430 Brooklyn Center, MN (77.66%) Minneapolis, MN (22.07%) Brooklyn Park, MN (0.28%)
- 55405 North of 394 (includes the Heritage YMCA and senior housing) Minneapolis (100%)

Community Health Steering Committee

North Memorial Health Hospital's Community Health Steering Committee took on the responsibility of guiding the 2016 Community Health Needs Assessment process, defining the community to assess, identifying key stakeholders, recruiting focus group participants, analyzing data and prioritizing health needs. They will continue to monitor the work being done to address the identified 2016 health priorities. 2016 Community Health Steering Committee Members included:

Monique Drier, JCPP Supervisor – Hennepin County, Brooklyn Center Police Department

Darcy Ellis, RN, MSN, Stroke Program Manager, North Memorial Health

Matt Halley, MSW, Executive Director, Cookie Cart

Peter Hayden, PhD, President Turning Point

Alisa L Johnson, MA, Area Manager, Public Health Protection and Promotion, Public Health Department, Hennepin County

Shirley Kern, APRN, CNS, AOCN, North Memorial Health

Steven J. Knutson, Executive Director, Neighborhood HealthSource

Marie Maslowski, RN, MPH, Community Health Outreach Manager, North Memorial Health
Regan Murphy, Mayor, Robbinsdale

Kari Niemczyk, Program Coordinator, Heart Failure, North Memorial Health

Ekta Prakash, Executive Director, CAPI

Patty Reicks, RN, BSN, Manager, Trauma & Emergency General Surgery, North Memorial Health

Jason Rusinak, Director of Population Management North Memorial Health & North Collaborative Care

Margaret Schuster, Sr. Public Health Specialist, City of Minneapolis – Health Department

R. John Sutherland, PhD, ABPP, Clinical Director of Psychological Services, North Memorial Health

Stella Whitney-West, Executive Director, North Point

Wendy Dellich, RN, BS, Metabolic and Bariatric Surgery Coordinator, North Memorial Health

Jeff Wicklander, President, North Memorial Health Hospital

Sue Wieker, Senior Planning Analyst, North Memorial Health

Tiffany Zitzewitz, VP Strategy & Business Development, North Memorial Health

The project manager was Marie K. Maslowski, RN, MPH Community Health Outreach Manager, North Memorial Health Hospital. The internal planning team was composed of Jason Rusinak, Director of Population Management North Memorial Health & North Collaborative Care; Jeff Wicklander, President, North Memorial Health Hospital; Sue Wieker, Senior Planning Analyst, North Memorial Health and Marie K. Maslowski, RN, MPH Community Health Outreach Manager, North Memorial Health Hospital.

Commitment to Community

Our Vision and Values

North Memorial Health Hospital's mission is to **empower our customers to achieve their best health**. We view people we serve as customers, not patients, empowering them to expect the best care, communicate their needs and allowing us to be creative and accountable for meeting their needs. It is this mission that guides our work to empower the community to achieve their best health in partnership with North Memorial Health Hospital and community organizations and coalitions. Our shared values include:

- Inventiveness
- Accountability
- Relationships

We work to improve the health of the people in the communities we serve through these values.

Commitment to Access and Those Living in Poverty

We strive to insure all community members have access to quality medical care regardless of their circumstances. The following programs assist members of our community in accessing health care services.

Charity Care – North Memorial Health Hospital provides a Financial Assistance program. Individuals may qualify if their general income and assets meet the minimum guideline. The Financial Assistance application is available on the website in English, Hmong, Spanish, and Russian.

Uninsured Hospital Customer Discount – North Memorial Health Hospital provides an upfront discount to uninsured individuals for hospital and hospital-based clinic services that are medically necessary. This discount is for customers who do not have any insurance and are not eligible for a Medicaid plan.

Discharge Prescription Assistance – North Memorial Health Hospital will provide, free of charge, select medications to customers who are unable to pay for their discharge medications and are not eligible for any local, state, federal, manufacturer and/or private prescription medication assistance programs.

Sage Screening Program - North Memorial Health Hospital and North Memorial Health clinics participate in the Minnesota Department of Health Sage Screening Program. This is a means-tested program where customers can receive diagnostic care for breast and cervical cancer screenings at no charge. The Sage program reimburses North Memorial Health for these services at the Medicaid maximum and North Memorial Health writes off the remainder of the charge.

Implementation Plan

Health Priority Selection

North Memorial Health Hospital's top three health priorities were selected by the Community Health Steering Committee after reviewing focus group responses, key stakeholder interviews and quantitative data. The prioritization criterion used three guidelines:

- How widespread is the health need?
- How serious or important do you think this health need is for individuals and/or the community?
- What is the potential for North Memorial Health Hospital and community partners to have a positive impact on this health need within 3 to 4 years?

After a review of the data the Community Health Steering Committee decided on the following health priorities:

- Mental Health
- Substance Abuse
- Food – Access, Affordability, Nutrition Education

All will be addressed with community partnerships, community support and cultural appropriateness in mind.

Mental Health and Substance Abuse were identified in both the North Memorial Health Hospital and Maple Grove Hospital Community Health Needs Assessments. Since both institutions are part of the North Memorial Health System, Community Health Assessment areas are adjacent to each other and populations cross the two Community Health Needs Assessment areas Mental Health and Substance Abuse initiatives will be addressed together as system wide health priorities.

Implementation

The process of developing the Implementation Plan involved outreach to community partners and stakeholders to gain greater insight into community programming needs and evidence based programs. North Memorial Health Hospital and Maple Grove Hospital staff was also asked to provide insight into programming.

North Memorial Health Hospital has and will continue to work closely with community organizations, local government, local schools, community coalitions and local public health departments to ensure that our work is done in partnership and aligns with identified community needs and public health priorities.

Priority 1: Mental Health

Goal To support the mental health of community members along the mental health continuum.

Objectives:

I. Reduce the stigma associated with mental health conditions

Strategies:

- Incorporated the **Make It Okay** message into annual employee training
- Incorporate the **Make It Okay** message on the North Memorial Health Hospital website and in our public communications during May - Mental Health Awareness month

II. Increase education about mental health

Strategies:

- Offer a minimum of four evidence based **Mental Health First Aid** classes across the system annually

III. Improve access to Mental Health Services

Strategies:

- Opened the North Memorial Mental Health & Addiction Care Center in December 2016
- Continued assessment of community need and development of programs as need is identified

IV. Support North Memorial Health's domestic violence advocacy program - SafeJourney

Strategies:

- Ensure 24 hour advocacy is provided by trained volunteers
- Train 25 to 30 new volunteers in 2017
- Increase the number of participants at Maple Grove Hospital
- Train new facilitators for support groups
- Distribute client emergency funds to qualified clients
- Provide community outreach and education on SafeJourney

V. Work with community partners to collectively identify opportunities to address mental health issues and social conditions that affect mental health conditions - CHIP, CCH, West Metro Hospital Group, local public health, government and others.

Strategies:

- Continue active involvement in Hennepin County CHIP and Social Isolation workgroup
- Continue active involvement with the Center for Community Health Collective Action Group
- Explore community partnership opportunities that address mental health and violence

Programs and activities that will be used to address mental health goals include:

Make It OK – “Make It OK” is a campaign to reduce the stigma of mental illnesses. Organizations that support the Make It OK campaign are working to reduce misperceptions about mental illnesses and encourage open conversations and education about mental illness.

Mental Health First Aid USA and Youth Mental Health First Aid USA – an evidence based class which has the following goals:

- increased the knowledge of the signs, symptoms and risk factors of mental illness,
- Increased knowledge of the impact of mental health and substance use disorders,
- Increased awareness of local resources and where to turn for help, and
- Building capacity to assess a situation and help an individual in distress.

Participants will attend an 8 hours class where they learn an overview of the risk factors of common mental health and substance abuse illnesses and participate in role-playing simulations to learn how to help persons in crisis. The evaluation component is built into the design of the program with pre- and post-tests and a six-month follow up evaluation. These classes will be offered free of charge to the community to eliminate any financial barriers. Active outreach will be made to local schools, churches, and vulnerable populations. North Memorial Health Hospital will partner with Fairview and NAMI in offering these classes.

Behavioral Health Clinic at North Memorial Health Hospital – The North Memorial Health Mental Health & Addiction Center in Robbinsdale opened in December of 2016 in response to an identified community need. The clinic has 10,300 sq. ft. and focuses on general mental health problems with a specific focus on serious and persistent mental illness, post-traumatic stress disorder and addiction medicine. The Mental Health & Addiction Center was opened to fill an important service that was not offered for the North Memorial Health Hospital community. The opening of this clinic has resulted in stronger coordination of care. North Memorial Health currently has emergency medicine, a consult service for the medical units, an inpatient psychiatric unit, two tracks of partial hospitalization, one intensive outpatient program, a mental health clinic and five psychiatric providers in seven of its 15 primary clinics. The customer base ranges in ages of 18 to 90, comes from varied ethnic backgrounds with a variety of insurers including third party payers, Medicare and Medicaid. Most of our customers have diagnoses of psychosis, PTSD, and mood disorders.

North Memorial Health Safe Journey – is an innovative, volunteer-driven program that provides victims of domestic violence with safety planning, injury documentation, immediate emotional support, legal advocacy, and options for longer-term support. Trained volunteer advocates provide 24-hour on site advocacy to victims of domestic abuse at North Memorial Health Hospital and Maple Grove Hospital as well as individuals in our communities. On-going support is provided by three weekly support groups at both sites; individual counseling by appointment; and follow up calls.

Partnerships with Community Organizations and coalitions – North Memorial Health Hospital has worked and will continue to work with the following groups that have also identified Mental Health as a health priority.

- Hennepin County Community Health Improvement Plan (CHIP)
- The Center for Community Health (CCH)
- Osseo and Wayzata Family Service Collaborative, and
- West Metro Hospital Group.

The purpose of these partnerships is to identify opportunities where we can collectively work together to address mental health and the social issues that impact mental health.

Priority 2: Substance Use

Goal To create an environment where substance abuse among the general population and substance use among youth is reduced.

Objectives:

I. Increase awareness of substance use issues among youth and young adults and activities to address these issues

Strategies:

- Continue working with and supporting community collaboratives such as Partnership for Change and Partners in Prevention
- Increase collaboration with the Northwest and Wayzata Family Service Collaboratives to address factors that increase the risk of substance use among youth.

II. Improve access to addiction medicine services

Strategies:

- Opened the North Memorial Mental Health & Addiction Center in December 2016
- Continued assessment of community need and development of programs as need is identified

III. Increase awareness of opioid misuse and work to put systems in place to reduce this misuse

Strategies:

- Work with ICSI (Institute for Clinical Improvement) on program development
- Continue involvement with Partnership for Change and the prescription drug monitoring project
- Research community based opioid abuse prevention programs



Partnerships that will be used to address substance goals include:

Partnership for Change - is an organization comprised of youth, parents, schools, law enforcement, and community groups that are working together to reduce drug use among youth and young adults in northwest Hennepin County. Their focus is changing the community environment that leads to youth substance use by identifying and implementing strategies that will affect community attitudes, perceptions, and beliefs around alcohol and other drugs. Partnership for Change serves the Brooklyn Center, Osseo, and Robbinsdale School Districts, which include the cities of: Brooklyn Center, Brooklyn Park, Crystal, Golden Valley, Maple Grove, New Hope, Osseo, Plymouth and Robbinsdale. Partnership for Change's mission is to **leverage community partnerships to prevent and reduce alcohol and other drug use among youth and reduce substance abuse in the community.** Partnership for Change is housed out of North Memorial Health Hospital's trauma department.

Partners In Prevention - Partners in Prevention is committed to ensuring that each and every child is supported to make healthy choices. Their mission statement is - **By collaborating with community partners, we will influence the reduction of substance use among our youth in our community.** Their vision is that the Wayzata Public Schools Community is a healthy, substance-free environment where every child is connected to a caring adult. Partners in Prevention is housed out of the Wayzata School District.

Behavioral Health Clinic at North Memorial Health Hospital - The North Memorial Health Mental Health & Addiction Center in Robbinsdale opened in December of 2016 in response to an identified community need. The clinic has 10,300 sq. ft. and focuses on general mental health problems with a specific focus on serious and persistent mental illness, post-traumatic stress disorder and addiction medicine. The Mental Health & Addiction Center was opened to fill an important service that was not offered for the North Memorial Health Hospital community. The opening of this clinic has resulted in stronger coordination of care. North Memorial Health currently has emergency medicine, a consult service for the medical units, an inpatient psychiatric unit, two tracks of partial hospitalization, one intensive outpatient program, a mental health clinic and five psychiatric providers in seven of its 15 primary clinics. The customer base ranges in ages of 18 to 90, comes from varied ethnic backgrounds with a variety of insurers including third party payers, Medicare and Medicaid. Most of our customers have diagnoses of psychosis, PTSD, and mood disorders.

Priority 3:

Food/Access/Affordability/Nutrition Education

Goal To improve access to nutritious food and promote healthy lifestyles for employees and community members

Objectives:

I. Improve access to healthy foods in the North Minneapolis Camden community.

Strategies:

- Continue working with Pillsbury United on the implementation of North Market
- Explored nutrition education programs for North Market

II. Increase collaboration and connectivity between North Memorial Health Hospital and community organizations working on food access and nutrition

Strategies:

- Explore partnership opportunities with Northside Fresh
- Explore partnership opportunities with CEAP and the HEAL program

III. Continuation of the Community Paramedic Food Insecurity program

Strategies:

- Continue implementation of the food insecurity guidelines





Partnerships that will be used to address healthy lifestyle goals include:

Pillsbury United – Pillsbury United Communities works with underestimated populations across Minneapolis to foster the resilience and self-sufficiency of individuals, families and community as a whole. They design solutions that address a spectrum of intersecting needs- from education to employment to health- while continually investing in their own capacity to innovate and improve. They are creating a new model for nonprofit organizations with their interconnected system of programs, community centers, and social enterprises which connects with over 55,000 individuals each year.

North Market - North Memorial Health Hospital is partnering with Pillsbury United to establish North Market. North Market is a social enterprise created to address the food access and health disparities in north Minneapolis. More than a grocery store - it's a hub for community health. Scheduled to open in 2017, this unique venture unites three elements in one place: affordable nutritious food, health care services and wellness education.

Community Organizations - A number of community organizations are addressing the issue of food access and affordability in the North Memorial Health Hospital community assessment area. **Northside Fresh** is a coalition of organizations and individuals who have worked to combat the lack of healthy food access in North Minneapolis. **CEAP (Community Emergency Assistance Programs)** was founded as a food shelf. CEAP serves Northwest Hennepin and Anoka Counties. CEAP empowers community members in need by providing basic needs and personalized support to help them establish their path to stability and independence.

Resource Commitments

North Memorial Health Hospital will work with community partners to help address the identified community health needs. Our Community Health Steering Committee will help to guide this work and identify potential partners.

North Memorial Health Hospital's resources for this work will include both in-kind and financial resources. These resources may include, but are not limited to: staff time devoted to partnerships; financial contributions to advance partnership work; and programs and services offered by North Memorial Health Hospital.

We currently work in partnerships with numerous community partners to address community needs. These partners include schools, public health, law enforcement, religious groups, substance abuse prevention initiatives, social service organizations, local government, and other healthcare organizations. Partnership is the foundation upon which all our community outreach work is based and will continue to be based.

For more information on the North Memorial Health Hospital's 2016 Community Health Needs Assessment and Implementation Plan please contact:

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