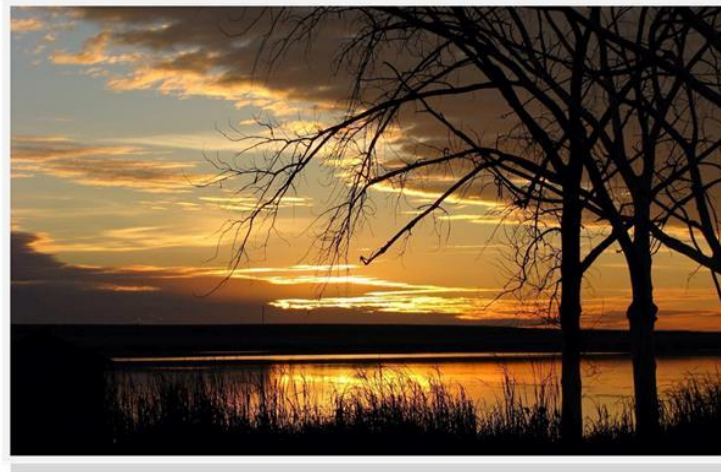




# 2016 Community Health Implementation Plan



## Dunn, Mercer, and Oliver Counties **North Dakota**

Sakakawea Medical Center, Coal Country Community Health Center, Custer Health, Southwestern District Health Unit, Knife River Care Center, Hill Top Home of Comfort and Mercer County Ambulance

**2016**  
**Implementation Plan for the CHNA**  
*Adopted on August 25, 2016*

**Executive Summary**

**Introduction**

This report provides a summary of the Community Health Needs Assessment and Implementation Planning activities recently completed. Seven local healthcare organizations (referred to in this document as Local Providers) came together and participated in this community health needs assessment and planning process: Sakakawea Medical Center (Critical Access Hospital), Coal Country Community Health Center (FQHC), Custer Health (local public health), Hilltop Home of Comfort (long term care), Knife River Care Center (long term care), Mercer County Ambulance (EMS), Southwestern District Health Unit (local public health). Each of these organizations plays a critical and distinct role in the delivery of healthcare services to the residents of Dunn, Mercer and Oliver counties. The health of our communities and the process that was facilitated in this planning process is strengthened due to the fact that multiple providers came together, bringing various skills, diverse knowledge and resources to bear.

The community health needs assessment was finalized in June of 2016 and was facilitated in order to help inform local providers about the community's health needs. The purpose of the assessment was to describe the health of the local population, evaluate the use of local healthcare services, prioritize the identified community needs, and assist health care and community leaders identify potential action to address the community's health needs. The information gathered was then summarized and reported to Local Providers and constituents, and used in planning for the future delivery of healthcare services. With assistance from Prairie Health Partners and the Center for Rural Health at the University of North Dakota School of Medicine and Health Sciences, Sakakawea Medical Center, in collaboration with Coal Country Community Health Center and other area health organizations, completed the community health assessment. A summary of the Implementation Plan that describes how the organizations plan to meet the prioritized needs identified in the assessment has been developed, and will be used to measure and report progress on the actions taken to address those needs within the community.

## Participants

The following Local Providers were the participants in the Community Health Needs Assessment and Implementation Planning process:

**Sakakawea Medical Center (SMC)** – a 25-bed Critical Access Hospital located in Hazen, North Dakota owns and operates a 34 bed basic care facility, as well as Home Health and Hospice Services. The non-profit hospital is community owned and governed by a volunteer board of directors.

**Coal Country Community Health Center (CCCHC)** – is a local non-profit health care provider with clinics in Beulah, Center, Hazen and Killdeer. As a federally qualified health center (FQHC), Coal Country improves access to care by serving all residents, including low income and medically underserved people. Coal Country is governed by board members from the communities it serves.

**Custer Health** – a five-county multi-district health unit providing health services to the people of Mercer, Oliver, Grant, Morton, and Sioux Counties. Founded in 1950, Custer Health’s services and programs include nursing services, environmental health, health maintenance home care, immunizations, school health services and a variety of other services.

**Hilltop Home of Comfort** - a non-profit public organization, is a 55 bed skilled nursing care facility located in Killdeer. Hill Top provides appropriate nursing care in a home like atmosphere.

**Knife River Care Center (KRCC)** – is licensed for 86 skilled nursing care beds. Formally known as the Beulah Community Nursing Home, Knife River Care Center was incorporated in 1962. After various remodeling projects, Knife River built a new facility in 2007 and provides important long term care services to the area.

**Mercer County Ambulance (MCA)** – serves an area of more than 1,000 square miles with Ambulance Bays in Hazen and Beulah. With paid staff and an active group of volunteers, Mercer County Ambulance has approximately 800 ambulance runs each year.

**Southwestern District Health Unit** - has been caring for their community’s health since 1945 and is a multi-district health unit responsible for public health in Stark, Dunn, Adams, Billings, Bowman, Golden Valley, Hettinger and Slope counties. The health unit provides a variety of services and programs that maintain or improve the health status of the general population and their environment through Community Health Nursing, Environmental Health/Sanitation and Nutritional Services.

These entities will continue to work together into the future to provide for the health needs of area residents. While these entities will continue to work together in the service area wide assessment and planning activities, each individual entity will be encouraged to develop an organizational specific strategy for the unique services it provides to local residents. The Local Providers will meet on a regular basis to communicate progress towards individual organizational goals and the collective progress in meeting community health needs.

SMC and CCCHC as individual organizations and collectively as collaborating healthcare providers will work together to develop strategic implementation plan priorities and goals. The following pages of this planning document are dedicated to the local health plan that Sakakawea Medical Center and Coal Country Community Health Center will use in partnership with area health providers.

### **Sakakawea Medical Center and Coal Country Community Health Center**

#### ***Our Collaborative Mission***

*“Working together as partners to enhance the lives of area residents by providing a neighborhood of patient centered healthcare services that promote wellness, prevention and care coordination.”*

#### ***Our Vision***

*“To be the preeminent providers of innovative and collaborative healthcare services.”*

Since March of 2011, SMC and CCCHC have developed a management and governance model that encourages communication and transparency while simultaneously meeting the programmatic and regulatory requirements that each organization must operate under. The organizations have reduced, and in some cases eliminated, duplicative health care services provided in the Beulah and Hazen communities. The organizations have realized the positive effects of these collaborative efforts and through the coordination of services and resources are able to provide services in a more cost effective and efficient manner while improving quality and health outcomes.

In so much as SMC and CCCHC have implemented collaborative strategies that have proven successful in improving and maintaining access to quality healthcare services in the areas they serve, the organizations wish to continue and expand upon these collaborative processes. To do so, the organizations have developed a local “Implementation Plan”, using information from the Community

Health Needs Assessment, and lessons learned through their collaboration. The Implementation Plan will address the priorities identified in the Community Health Needs Assessment by establishing goals, objectives and initiatives to improve the healthcare provided in the area and improve the health of the communities that are served. The leader and team associated with the various initiatives will develop actions steps and timeline that will be followed. The leader and teams will report the progress to the CEO. The Board of Directors, Providers and Management team of SMC and CCCHC will then monitor progress and provide reports to our partners and community residents.

Through this process, goals have been established to address the identified health needs. Objectives and action steps have been developed to address these goals. The goals and related priorities addressed are as follows:

**Community Health Strategic Implementation Plan – Adopted on August 25, 2016**

Identified Need: Adequate child care services					
Goal: Increase community options for child care					
Objective: Engage and work with community stakeholders to combine resources that will address and increase options for child care					
Resources	Activities/Action Steps	Outputs	Outcome	Timeline	Lead
Mercer County Childcare Cooperative <ul style="list-style-type: none"> <li>o SMC</li> <li>o CCCHC</li> <li>o KRCC</li> <li>o Hazen School District</li> <li>o Beulah School District</li> <li>o Union State Bank</li> <li>o Otter Tail Power</li> <li>o Coyote Station</li> <li>o Coteau Properties</li> <li>o Basin Electric/DGC/AVS</li> </ul>	<ul style="list-style-type: none"> <li>• Local Health Providers will be active members of the cooperative</li> <li>• Apply for 501(c)(3) status</li> <li>• Pool resources and establish project and operational budgets</li> <li>• Establish daycare locations/facilities</li> <li>• Determine renovations needed</li> <li>• Determine staffing requirements</li> <li>• Determine hours of operation/flexible scheduling</li> <li>• Apply for licensing</li> </ul>	<ul style="list-style-type: none"> <li>• # of child care slots to be available</li> <li>• # of cooperative members</li> <li>• # of child care locations</li> <li>• # of staff to be hired</li> <li>• # of days/week &amp; hours of operation</li> </ul>	<ul style="list-style-type: none"> <li>• Formalization of the cooperative</li> <li>• Day care license approval</li> <li>• Adequate staffing</li> <li>• Adequate facilities in place</li> <li>• Funding secured</li> </ul>	December 2017	Mercer County Childcare Cooperative

○ North American Coal	● Explore additional funding options				
Identified Need: Availability of behavioral health services (mental health & substance abuse/treatment)					
Goal: Improve access to and quality of mental health services					
Objective: Expand local access to behavioral and mental health services for all ages by 10%					
Resources	Activities/Action Steps	Outputs	Outcomes	Timeline	Lead
<ul style="list-style-type: none"> <li>● Sanford Health <ul style="list-style-type: none"> <li>○ Dr. Mark Doerner</li> <li>○ Dr. Matt Dopler</li> </ul> </li> <li>● CCCHC Clinics</li> <li>● MCA</li> <li>● Custer Health</li> <li>● Southwestern District Health Unit</li> <li>● TAAP Consortium Partners</li> </ul>	<ul style="list-style-type: none"> <li>● TAAP – Training Academy for Addiction Professionals Consortium Partners <ul style="list-style-type: none"> <li>○ CCCHC</li> <li>○ Heartview</li> <li>○ University of Mary</li> <li>○ Prairie Learning Center</li> </ul> </li> <li>● Formal recruitment plan for full-time LAC at CCCHC</li> <li>● Pilot Project with Beulah School District 2016-2017</li> <li>● Formal needs assessment of all school districts</li> <li>● Conduct assessment of public health needs related to behavioral health</li> </ul>	<ul style="list-style-type: none"> <li>● # of behavioral health clinicians hired</li> <li>● # of behavioral /mental health and addiction counseling visits increased</li> </ul>	<ul style="list-style-type: none"> <li>● Expansion of Medication Assisted Therapy (MAT)</li> <li>● Implementation of tele-behavioral health services at all sites</li> <li>● Expansion of behavioral health services</li> </ul>	December 2019	CCCHC
Identified Need: Lack of employees to fill positions					
Goal: Maintain adequate human resources					
Objective: Develop and engage in innovative and resourceful staffing options and recruitment activities					
Resources	Activities/Action Steps	Outputs	Outcome	Timeline	Lead
Collaborative “Shared HR Manager” and agency Human Resource Personnel <ul style="list-style-type: none"> <li>○ SMC</li> <li>○ CCCHC</li> <li>○ KRCC</li> </ul>	<ul style="list-style-type: none"> <li>● Develop Formal Recruitment and Retention Plan</li> <li>● Develop a formal succession plan of key management staff</li> <li>● Explore the Community Paramedic Program</li> <li>● Explore a rural residency</li> </ul>	<ul style="list-style-type: none"> <li>● # licensed professional staff</li> <li>● # of medical providers</li> <li>● # of support staff</li> </ul>	<ul style="list-style-type: none"> <li>● SMC will be adequately staffed</li> <li>● CCCHC will be adequately staffed</li> <li>● KRCC will be</li> </ul>	December 2018 and ongoing	Collaborative Shared HR Manager and HR staff of SMC, CCCHC, KRCC & MCA

<ul style="list-style-type: none"> <li>○ MCA</li> </ul>	<p>program</p> <ul style="list-style-type: none"> <li>• Expand on and sustain the Medical Assistant Student Program locally</li> <li>• Expand on and sustain the Dakota Practical Nursing Program locally</li> <li>• Explore Flexible Scheduling Activities/Innovation in Workforce <ul style="list-style-type: none"> <li>○ Bring kids to work</li> <li>○ Work with spouse schedule</li> <li>○ Weekend/night schedules</li> <li>○ Work from home programs</li> <li>○ How &amp; what we can do to think outside the box</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• # of ancillary staff</li> <li>• # of emergency medical service staff</li> <li>• Director of Shared Fiscal Services</li> </ul>	<p>adequately staffed</p> <ul style="list-style-type: none"> <li>• MCA will be adequately staffed</li> </ul>		
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**Identified Need: Obesity/overweight**

**Goal: Reduce obesity rate of area residents**

**Objective: By December 2019, decrease local obesity rate by 5%**

Resources	Activities/Action Steps	Outputs	Outcome	Timeline	Lead
<p>Collaborative-Population Health Committee</p> <ul style="list-style-type: none"> <li>○ SMC</li> <li>○ CCCHC</li> <li>○ KRCC</li> <li>○ Custer Health</li> <li>○ NDSU Extension Service - Mercer County</li> <li>○ MCA</li> </ul>	<ul style="list-style-type: none"> <li>• Continue Health tracks Screenings</li> <li>• Hold a multi-organizational wellness fair for all ages</li> <li>• Set-up health display booth at Mercer County Fair</li> <li>• Increase health education relating to obesity at sports physicals</li> <li>• Attend senior citizens activity sessions to discuss Silver</li> </ul>	<ul style="list-style-type: none"> <li>• # of children screened</li> <li>• # of participants</li> <li>• # of attendees</li> <li>• # of sports physicals</li> <li>• # of presentations at senior activities</li> <li>• # of attendees</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in adult obesity rate</li> <li>• Decrease in youth obesity rate</li> <li>• Increase in healthy Food/drink purchases at local grocery stores</li> <li>• Decrease in physical inactivity</li> </ul>	<p>In progress and ongoing</p>	<p>Collaborative Population Health Committee</p> <p>JumpStart to Wellness Platform</p>

	<p>Sneakers and exercise facilities</p> <ul style="list-style-type: none"> <li>• Hold/partner with 5K walk/run events</li> <li>• Continue to teach “Banking on Strong Bones” class to 5<sup>th</sup> graders</li> <li>• Continue to teach “On the Move” class to 4<sup>th</sup> graders</li> <li>• Continue to enhance, support &amp; expand local business employee wellness programs</li> <li>• Expand community activities and education that promote physical activity</li> <li>• Partner with new wellness centers in Beulah and Killdeer</li> <li>• Maintain adequate resources to facilitate community health and wellness programs</li> </ul>	<ul style="list-style-type: none"> <li>• # of participating children</li> <li>• # of participating children</li> <li>• # of participants</li> <li>• # of participating businesses</li> <li>• # of activities</li> <li>• # of education sessions</li> <li>• # of joint programming</li> <li>• Position of Community Health and Wellness Coordinator will be staffed</li> </ul>	<p>rate</p> <ul style="list-style-type: none"> <li>• Increased access to wellness and exercise opportunities</li> </ul>		
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Identified Need: Transportation

Goal: Area residents needing medical services will have access to transportation

Objective: Contract with area public transits to provide rides for residents seeking medical services

Resources	Activities/Action Steps	Outputs	Outcome	Timeline	Lead
<ul style="list-style-type: none"> <li>• Hazen Busing Service</li> <li>• West River Transit</li> <li>• Coal Country Community Health Center</li> </ul>	<ul style="list-style-type: none"> <li>• Define the type of transportation that is lacking and/or time of day that transportation is lacking</li> <li>• Market current and any additional transportation options to patients</li> <li>• Work with local</li> </ul>	<ul style="list-style-type: none"> <li>• # of transportation agencies</li> <li>• # of patients that use the transportation agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Area residents have public transportation available locally</li> <li>• Area residents use the public transportation</li> </ul>	December 2016 and ongoing	SMC & CCCHC



	transportation agencies to provide rides for local medical services with Free vouchers from healthcare provider <ul style="list-style-type: none"> <li>Explore expanding transportation services currently provided by CCCHC</li> </ul>	<ul style="list-style-type: none"> <li># of FREE ride vouchers distributed and received</li> </ul>	<ul style="list-style-type: none"> <li>Transportation for medical services will be subsidized by healthcare organization for qualifying patients</li> </ul>		
Identified Need: Delivery and availability of Health Services to include expanded appointment hours and cost of health care services					
Goal: To offer flexible, cost efficient health care services that will improve health outcomes					
Objective: Position SMC and CCCHC to transition from volume based care to value based care through the delivery of a patient centered medical neighborhood					
Resources	Activities/Action Steps	Outputs	Outcome	Timeline	Lead
<ul style="list-style-type: none"> <li>CCCHC</li> <li>SMC</li> </ul>	<ul style="list-style-type: none"> <li>Explore expansion opportunities for CCCHC clinics in Beulah and Killdeer</li> <li>Explore additional scheduling modules for the provision of the right care at the right time in the right setting.</li> </ul>	<ul style="list-style-type: none"> <li># of increased patients served</li> <li># of services available at service delivery sites</li> <li># of days and hours of operation</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of and/or flexible clinic hours for patient visits</li> <li>Reduction in potentially preventable ER visits and admissions</li> </ul>	December 2019	SMC & CCCHC