



*Sakakawea
Medical Center*



COAL COUNTRY COMMUNITY
HEALTH CENTERS

2013

Implementation Plan for the CHNA

Updated & Revised on January 19, 2013; August 2014; December 2014; October 2015

Executive Summary

Introduction

This report provides a summary of the Community Health Needs Assessment and Strategic Planning activities recently completed. Five 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 health unit), Knife River Care Center (long term care), and Mercer County Ambulance. Each of these organizations plays a critical and distinct role in the delivery of healthcare services to the residents of Mercer, Oliver and Dunn 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 December of 2012 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 and to prioritize the identified community 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. The initial strategic planning, including all Local Providers was held on March 26, 2013, and was facilitated by faculty and staff of the Center for Rural Health (CRH) through funding made available by the Federal Office of Rural Health Policy through the Medicare Rural Hospital Flexibility (Flex) program. Detail information from that planning session was then summarized and shared with of all

of the participating Local Providers. A summary strategic planning action plan has been developed and will be used to measure and report progress to the established goals and initiatives.

Participants

The following Local Providers were the participants in the Community Health Needs Assessment and Strategic 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, a Rural Health Clinic, as well as Home Health and Hospice Services. The non-profit hospital is 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 and Center. 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.

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.

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 facility goals and the collective progress in meeting community health needs.

SMC and CCCHC as individual facilities and collectively as collaborating healthcare providers will work together to develop strategic 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 Custer Health.

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 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 “Strategic Plan”, using information from the Community Health Needs Assessment, Strategic Planning and lessons learned through their collaboration. This plan will address the priorities identified in the strategic planning process 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 priorities identified. Objectives and action steps have been developed to address these goals. The goals and related priorities addressed are as follows:

Goal 1: Improve Population Health

- Decrease local obesity rate
- Increase physical activity of area residents
- Decrease rates of smoking and alcohol consumption
- Improve management of chronic diseases
- Enhance care coordination of patients served
- Expand local access to Behavioral Health Services
- Expand the integration of primary care and behavioral health

Goal 2: Enhance Community Awareness of Local Programs and Services

- Increase awareness of the local services that are provided
- Increase awareness of the sliding fee scale available at CCCHC
- Increase awareness of the SMC Charity Care program

Goal 3: Maintain Adequate Human Resources and Facility Infrastructure

- Insure the availability of an adequate workforce
- Insure the availability of an adequate supply and specialty of medical providers
- Expand the capacity for the provision of local behavioral health service
- Increase the capacity of the Hazen Clinic and locate on the SMC campus
- Insure the CCCHC facility is appropriate for service demands and utilization

Goal 4: Monitor and Adapt to Changes in the Healthcare Delivery System

- Monitor the changes to be implemented in the Affordable Care Act
- Monitor and respond to local changes in demographics and service requirements
- Support increased local participation in the marketplace and Medicaid expansion

- Advocate and educate local residents and government officials
- Conduct ongoing monitoring and reporting of progress made with the Strategic Plan
- Continue to research and grow the CCCHC and SMC Collaboration

**SMC & CCCHC
IMPLEMENTATION PLAN**

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Initiative	Action Steps	Timeline	Status
Goal 1: Improve Population Health			
Objective: PCMH and Patient Centered Medical Neighborhood			
Expand PCMH at CCCHC.	Continue working towards 2014 standards and implement workflow processes accordingly.	2015-2016	Ongoing: CCCHC received NCQA Level 3 PCMH recognition on 11/4/2014.
Expand MediQhome at CCCHC.	Continue to work with BCBS and MDdatacor/ <i>Symphony</i> to process improved patient data. Maintain TIER A status working towards #1 in ND. New suites will be implemented in 2015 along with CMF payment platform.	July 2015	Ongoing: CCCHC and SHC received Tier A status in June 2015. Continue to work towards #1 in ND.
Implement MediQhome at Sakakawea Hazen Clinic (SHC).	BAA and Contract Signed. Train providers and nursing staff on functionality of MediQhome for data retrieval.	July 2015	Ongoing: Data files have been successfully uploaded. Training scheduled with SHC on 6/23/15. Ongoing data extraction issues with resolution anticipated for 10/15/15.
Implement SuccessEHS at SHC.	SuccessEHS team and Hazen EMR team continue with impromptu phone calls for trouble-shooting. Ticket system utilized for specific issues. Regularly monthly meetings will begin in January for PCMH/MU progression.	January 2015 and ongoing	Go-Live completed 1/6/15. On-going workflow process improvement strategies implemented. Two employees to attend EHS customer conference in August 2015 with CCCHC team.

Implement PCMH transformation at SHC.	Provide ongoing education and training for PCMH transformation with ultimate goal for PCMH recognition.	December 2015 ongoing	Ongoing: Created PCMH/MU manual for Hazen clinic to reproduce protocols and workflow conducive to PCMH transformation. Workflows are currently being created for PCMH model. Attend training in November by CHAD.
Grow Community Care Coordination.	Collaborate with Northland Healthcare Alliance for ongoing expansion and improvement of community care coordination program. Rural ACO model introduction and NOI signed by CEO for CCCHC/SHC/Killdeer inclusion with other ND organizations.	Summer 2015 and ongoing	Ongoing: Support staff position (Community Health Worker) hired on 04/30/15. Team based community care coordination model ongoing with goal for transition from Northland to CCCHC/SHC EMR for ACO model expansion.
Hospital Care Coordination	Provide dedicated nurse to educate hospital patients and begin effective discharge process. Collaborate with SHC and CCCHC with primary care providers to assure proper follow up of patients upon discharge.	March 2015	Ongoing: Hired a RN full-time as Nurse Care Coordinator. RN continues to work with patients to ensure education of diagnosis and medications. She ensures the discharge process is implemented and works with each patient to ensure HCAHPS (patient satisfaction) is met. Upon discharge, collaborates with SHC and CCCHC to send the clinical summary and update chronic coordinators as needed of patient needs.
Research potential of school based health center program. Facilitate outreach to local school districts regarding needs.	Collaborate with Custer Health for improvement in school based programs. Worksite Wellness program and Sports medicine program have been implemented for Beulah School District for 2014-2105 school year. Continue outreach to school districts. NO interest in school-based health center at this time. Reach out to Killdeer School District in Oct/Nov 2015 for orientation meeting to health center program.	May 2015 and ongoing	Ongoing: Dakota Medical Foundation grant of \$7K awarded to CCCHC for the provision of oral health education and resources. CCCHC and Custer Health along with local dental providers provided education and oral health kits, backpacks, and water bottles to Center, Hazen, and Beulah school district K-4 th grades including information on SFS and preventative wellness visits to local healthcare providers.
Engage Basin Electric in PCMH and Wellness	Educate Basin on Wellness Initiative and PCMH model of care for	August 2014	<i>Completed – NO Interest from Basin Electric. Basin is setting up their own medical clinic.</i>

Initiatives.	improving healthcare of employees and families. Focus on triple aim of decreased healthcare costs, improved patient care and improved health outcomes.		
Expand service area with NAP to Killdeer, ND.	NOA issued on 5/5/2015 for NAP in Killdeer, ND. Admin team to open and operate a NAP clinic site in Killdeer by 09/02/2015	Sept 2015 and ongoing	Facilitate training of clinical staff on EMR implementation including PCMH/Neighborhood and MU. See implementation work plan for comprehensive plan.
Objective: Provide Population Health/Education/Programs			
Continue to enhance the SMC, CCCHC and KRCC employee wellness program.	Wellness Coordinator is available to assist collaborative agencies with established programs as needed.	Ongoing	Ongoing: Individual consultations have increased; SMC employee participation in program has increased. Ongoing—individual consultations continue and SMC employee participation in our Wellness program has increased. SMC has had Increased participation in their annual Wellness screens. Results from a QA show our percentages were up significantly in all areas of the survey showing progress and improvement in the effectiveness and positive impact that the Wellness team @ SMC has had on our employees' health and Wellness. CCCHC and KRCC continue with their screenings and wellness programs and have not voiced any concerns or needs.
Expand local business wellness program.	Wellness Coordinator continues with program outreach activity in an effort to engage local business.	Ongoing	Presently working with 6 community businesses. Have made a visit to Center School and have reached out to the Hazen school. Asked to present to LOS on Sleep Apnea. Currently working with 9 businesses. We have added Beulah, Center and Hazen schools. We did Wellness screening at all three schools and helped them set up Wellness Programs. We have reached out to local grocery stores and city/county offices in hopes of engaging their leadership to start a Wellness program.
Expand community activities and education that promote wellness and	Continue to provide group education sessions for patients. Collaborate with healthcare providers on provision of	Ongoing	Ongoing: Development of Population/Behavioral health committee in Oct 2014. Representation from SMC, CCCHC, KRCC, MCA, and Custer Health. Additional rep includes

<p>improved health.</p>	<p>education related to wellness and prevention initiatives throughout the community (i.e., health fairs, school fairs, etc.) CCCHC has partnered with other entities for grant proposal for walking path in Beulah – grant declined. CCCHC and SMC are working with Beulah School District for Wellness program, sports injury prevention programs, etc. A sub-committee currently works on the BCBS Recess Partnership grant opportunity for our Community focusing on wellness. A representative will report back to the Pop/Behavioral Health committee on progress of the grant submission and results.</p> <p>We con't to provide group education sessions for patients. We collaborate with health care providers on provision of education related to Wellness and prevention initiatives throughout the communities. The BCBS Recess grant was awarded to us. We developed a "Jumpstart to Wellness" to promote our activities. Some of these events have already taken place in the community focusing on Wellness. The grant time line is from spring of 2015 to the end of Oct 2015. We have already sponsored events at local grocery stores, county fair, and senior citizen</p>		<p>Mercer County NDSU Extension Office. Focus is for a collaborative educational approach for improving overall population health for the community we serve. Additional projects will be implemented focusing on population health in relationship with national observances month (i.e., Jan – National Cervical Cancer Awareness month).</p> <p>Ongoing-Population Behavioral health continues to meet on a regular basis. Status of grant—Jumpstart to Wellness initiative has taken off very well and will continue with or without the grant funding.</p> <p>CHIP completed through committee's work and presented to BOD for approval on 4/22/2015.</p>
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	<p>event, clinic visits for children and sports physicals. We are sponsoring a 5K walk/run this fall as well as a community Wellness fair for the public. In addition to the grant activities we have done public events education on Wellness.</p> <ul style="list-style-type: none"> -sleep apnea and treatment - colorectal cancer education -portion control -importance of sleep -what do your wellness numbers mean? <p>We have done challenges on water, fruits, veggies, and sleep at SMC. CCHC and SMC have started a pre-diabetic course which is a 16 week course and has a post course after that. This has been very successful with all participants meeting their weight loss goals. Presentations have been made on various topics to local businesses (sleep, healthy eating, stress, wt. loss) We have recently been asked to participate at 3 different company Wellness fairs which will take place in the next couple months.</p> <p>Chronic Disease Support Group implemented in June 2015 with monthly meetings scheduled at CCCHC.</p>	Ongoing	Ongoing
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Objective: Expand Behavioral Health and Substance Abuse Services

<p>Develop a business plan to expand the services and programs that are available locally.</p>	<p>Conduct research on patient needs for mental/behavioral health and substance abuse services. Utilize Finance Director to assist with business plan development. Collaborate with Sanford Health for community needs. CCCHC did receive the expansion grant for behavioral health services on 11/3/2014. Suboxone program implemented at CCCHC for Medication Assisted Therapy (MAT) as an enhanced addiction therapy service on 05/20/2015. P&P completed and paper medical record completed. Behavior Health Care Coordinator position implemented. A new COTA hired on 04/07/2015. Obtain certification to teach DUI seminar (Prime for Life) and will teach first class in June 2015. Certified as Stepping On instructor (June 2015) for collaborative program with SMC/NDSU Extension/CCCHC for seniors and health/fitness. BHI advisory council meeting scheduled in July 2015 to review BHI work plan with needs assessment reviewed.</p>	<p>Ongoing</p>	<p>Ongoing: CCCHC awarded a BHI grant as support for the implementation of a plan for achieving or enhancing a fully integrated primary care and behavioral health services model of care. Plan will include use of SBIRT; team-based model of care; and hiring of at least one FTE on-site licensed behavioral health provider. Dr. Doppler has agreed to increase services to 4 days/month starting in January 2015 reserving appointments for youth and adolescents. Beulah School District has been notified of increased access to care as will Hazen School District. LAC position posted and mailing to LAC list-serve completed. Position currently not filled.</p> <p>A psychiatrist from Sanford will begin services at CCCHC in Fall 2015.</p> <p>CCCHC is part of the TAAP (Training Academy of Addiction Professionals) as a partnership with Heartview, University of Mary, and Prairie Learning Center for addiction counseling students. CCCHC will host a student for 3 months at a time which will open up doors for recruitment of additional LAC's. CCCHC is currently contracting with Heartview for an LAC to provide services in Beulah 1X/week starting Fall 2015 to supplement existing services.</p>
<p>Goal 2: Enhance Community Awareness of Local Programs and Services</p>			
<p>Objective: Develop formal marketing plan</p>			
<p>Work collaboratively on developing marketing strategies.</p>	<p>SMC will work with CCCHC to combine resources to develop, fund and distribute healthcare services information for area</p>	<p>Ongoing</p>	<p>Plan completed in 2014 and is updated as needed. Activities are ongoing: SMC & CCCHC continually work together on promoting, advertising and distributing healthcare information through a variety of venues and media.</p>

	residents/communities.		
Update and enhance websites and explore other social media options.	SMC & CCCHC will update, enhance and incorporate a more user friendly, public appealing agency website. SMC & CCCHC will continue to monitor, enhance and engage the public in agency Facebook sites.	2015 Ongoing	Ongoing: Development and coding in progress for websites. SMC & CCCHC new websites are scheduled to go-live in 2015. Ongoing: SMC & CCCHC Facebook sites are up and running, posts and program information is posted as appropriate.
Objective: Outreach and Enrollment Activities			
Expand education regarding the health insurance and Medicaid expansion.	SMC will support the CCCHC Outreach & Enrollment Coordinator by assisting with the distribution of program information on the SMC campus.	Ongoing	Ongoing
	SMC will support the CCCHC Outreach & Enrollment Coordinator by making referrals to the program as appropriate.	Ongoing	Ongoing
	Conduct in-reach to current patients on sliding fee and those without insurance. Conduct outreach through community presentations and interactions. Advertise O/E services through local media.	Ongoing	Ongoing
Conduct community education on the CCCHC sliding fee scale.		Ongoing	Completed and ongoing.
Educate hospital patients on the charity care program.	Charity care program information and application will be available for	Ongoing	Completed and ongoing.

	download on the SMC website; available at the medical clinic and hospital business office.		
	Posts and bi-annual notices regarding the Charity Care Program will be on Facebook and advertised in the local papers.	Ongoing	Ongoing
Objective: Public Relations			
Enhance agency presence and build support from community organizations by actively engaging and serving on Community Boards and advisory councils.	Continue to attend city and county government meetings.	Ongoing	Meetings are attended on a regular basis. Counties: Mercer and Oliver Cities: Hazen, Beulah, Stanton, Center
	Maintain and expand representation at local Chamber, JDA, EDC, etc. meetings.	Ongoing	Ongoing: SMC & CCCHC continue to be actively involved in a variety of community organizations to include: Beulah and Hazen Chamber of Commerce Hazen Economic Development Beulah Economic Development Community Health Task Force Mercer County Ambulance
Enhance agency presence and commitment within the community by actively participating in community sponsored events and programs.	SMC & CCCHC continue to participate in area events and programs as outlined in <i>The On-Going Marketing & Public Relations Activity Plan</i> .	Ongoing	Ongoing
Goal 3: Maintain Adequate Human Resources and Facility Infrastructure			
Objective: Human Resources Infrastructure			
CCCHC to develop a formal staff recruitment and retention plan.	Agency staffing assessment has been conducted to determine needs. Recruitment and training of adequate staff is ongoing as outlined in <i>Agency Recruitment and Retention Action Plan</i> .	March 2014	Plan has been completed and revisions are made as necessary.

SMC to develop a formal staff recruitment and retention plan.	Agency staffing assessment has been conducted to determine needs. Recruitment and training of adequate staff is ongoing as outlined in <i>Agency Recruitment and Retention Action Plan</i> .	March 2014	Plan has been completed and revisions are made as necessary.
Consolidate agency plans to develop an overall collaborative strategy.	Human Resource personnel from KRCC, SMC & CCCHC to meet on a regular basis to address staffing needs and issues.	May 2014	In Progress – A full-time “shared” HR professional has been hired to address workforce needs within SMC, CCCHC & KRCC.
Objective: Healthcare Occupations and Training			
Continue Student Nursing Program through ITV. Continue to host the Dakota Nursing Program offered through Bismarck State College and assist with course work and provide clinical rotation for students.		Ongoing	Ongoing – DNP Program continues with 4 students enrolled for 2015-2016 academic year.
Research MA program.	Provide a cost-effective and efficient option for SHC and CCCHC to hire more medical assistants (MAs) to help them manage the increasing complexities of patient care and practice management.	August 2015	Ongoing – DCB Medical Assistant Program begins with 2 students enrolled (August) for 2015-2016 academic year. In this program students can also begin in January so the program will have two classes concurrently running if interest is there.
Internships, rural residency, rural training track, proctor program.	Establish a Graduate Medical education residency program that will provide high-quality medical training for physicians with the goal of increasing the opportunity for the physician to state local.	Ongoing	Ongoing: Continue to work with GME program for opportunities to provide a residency program that will create training experiences in the Beulah/Hazen rural area.
Provider Staffing.	Complete a provider needs assessment and implement applicable strategies and recommendations.	May 2014	Completed in the spring of 2014.
Objective: Facility Infrastructure			
Conduct an informal facility needs assessment of CCCHC Clinic.	Facility needs assessment will be conducted and presented to BODs and staff.	May 2014	Completed: Spring 2014.

Develop/implement a plan for the use of the CCCHC Admin building.	Contract with the Neenan Company to assist in feasibility study and plan development.	July 2014	Completed: Fall 2014.
Initiate an addition of Hazen Clinic onto the SMC campus, including the expansion of ancillary services.	Complete facility design work, permitting and financing process.	December 2015	In Progress: Construction of new facility & renovations to be completed in the fall of 2016.
Objective: Information Technology Network			
Complete an IT Network Plan incorporating SMC, CCCHC and SHC.	Agency needs have been assessed and plan is ongoing as outlined in the <i>Joint IT Network Plan</i> .	October 2014	<p>In Progress: SHC will join CCCHCs EMR (Success EHS) by January 2015. (DONE)</p> <p>NDHIN is now being tested and SMC should be fully connected by the end of December 2015. SHC will be connected to NDHIN upon completion of connection to Success EHS. (DONE)</p> <p>Killdeer Clinic needs to be brought online between the end of July to middle of August. Completed October 2015</p> <p>Fiber rollout still expected to continue end of June through July. Completed October 2015</p>
Goal 4: Monitor and Adapt to Changes in the Healthcare Delivery System			
Objective: Affordable Care Act			
Monitor and respond to changes that impact the local delivery of healthcare services.	Attend and participate in vital healthcare association meetings.	Ongoing	Ongoing: CEO and/or appropriate staff remain active in the following associations: NDHA NDRHA AHEC & WAHEC CHAD MCED MCA LTCA
Objective: Advocacy			

Continue advocacy at the national, state and local level.	Attend and participate in vital healthcare association meetings.	Ongoing	Ongoing: CEO and/or appropriate staff remain active in the following associations: NDHA NDRHA AHEC & WAHEC CHAD CHAMPS Mountain Plains Clinical Network Steering Committee NDAFP AAFP Commission on Quality and Practice CHAMPS Executive Committee BCBSND Quality Committee AAFP Rep to the Academy of Nutrition and Dietetics Primary Care Provider Associations Primary Care Provider Collaborative CMS Population Health Measure: Health Behaviors Technical Expert Panel MCED MCA LTCA ND CAH Quality Executive Committee Bismarck State College Nursing Advisory Board University of Mary Nursing Advisory Board Dakota College of Bottineau Medical Assistant Advisory Board
Objective: SMC and CCCHC Collaboration			
Maintain and expand collaborative efforts.		Ongoing	In Progress and ongoing.
Conduct joint Strategic Planning session of the SMC and CCCHC Board to set future direction.		February 27, 2014	Completed.
Implement planning recommendations of the		July 2013 ongoing	In Progress and ongoing.

Joint Strategic Plan.			
Objective: Collaborative Strategic Planning			
Conduct periodic meetings of CHNA partners	CHNA partners include: SMC, CCCHC, MCA, KRCC and Custer Health, meetings are scheduled as needed.	Semi-annual	Last meeting held on July 21, 2014
Update and report the progress and results of goals, initiatives and action steps to the Board, Providers, Staff and Community	CEO will provide the updates as necessary during regular scheduled meetings.	Ongoing	Ongoing
Objective: Expansion of Services			
Research potential expansion of FQHC services through potential New Access Point Grant opportunities.		June 2014	
Expand 340b services through Capture Rx to include Hazen Drug at CCCHC & SHC.	Goal is to help 304B-eligible hospitals use their purchasing power to increase pharmacy access for patients while maximizing the return on 240B program investment.	March 2014	Capture Rx agreement has been terminated as of January 2015. Collaboratively looking for another alternative.