

# Implementation Strategy

*As a result of 2012–2013 Community Health Needs Assessment*



LakeWood Health Center  
Baudette, Minnesota

June 2013 – June 2016

## **Introduction**

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

LakeWood Health Center 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.

LakeWood Health Center 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 LakeWood Health Center in July of 2012. LakeWood Health Center is the only hospital, clinic and licensed long term care provider in Lake of the Woods County.

LakeWood Health Center is committed to the promotion of healthier communities.

LakeWood Health Center is proud of its Catholic heritage and its ability to provide direct and

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

#### Mission

“The mission of LakeWood Health Center and Catholic Health Initiatives is to nurture the healing ministry of the Church by bringing it new life, energy and viability in the 21<sup>st</sup> century. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we move toward the creation of healthier communities.”

The vision for Catholic Health Initiatives and LakeWood Health Center 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**

LakeWood Health Center 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.

LakeWood Health Center 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 1,106), Williams (191 population) Angle Inlet - a census-designated place, unincorporated community (population 60) and Birchdale (an unincorporated community in Koochiching County 26 miles east of Baudette). According to the 2011 U.S. Census Bureau, the racial make up of Lake of the Woods County is 96% 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 also above the state average. 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 18.1%. The median household income in Lake of the Woods County is \$ 43,523, well below the state average of \$58,476. Lake of the Woods County is a rural and isolated area with 3.1 persons per square mile. (The focus will be on Lake of the Woods County for measurement purposes.)

### **How the Implementation Strategy Was Developed**

LakeWood Health Center's implementation strategy was developed based on the findings and priorities established by the Community Needs Assessment conducted by LakeWood Health Center and a review of LakeWood Health Center's existing community benefit activities.

LakeWood Health Center and Catholic Health Initiatives provided leadership for the Community Health Needs Assessment. LakeWood Health Center's President, Mission Leader and Public Health Director developed the strategy to begin the first year (2013-2014). See also Community Health Needs Assessment:

LakeWood Health Center, Baudette, Minnesota (2012 -- 2013)

### **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, Lake of the Woods County Commissioners and Lake of the Woods School elementary principal confirming the results. The needs were prioritized by LakeWood Health Center President, Mission Leader and Public Health Director.

- Home care and Hospice Shortage
- Nutrition, Physical Activity – Obesity
- Transportation Issues -- public rides and availability for out of town appointments

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

- **Home Care and Hospice Shortage –**  
Rural Health Clinic Nurse Visiting Program has been established.  
Maintain and grow program  
Research palliative care program – for end of life and chronic disease clients  
Collaborate and refer clients to appropriate resources in the county  
Research hospice feasibility with low client volume

- **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
  - Promote registered dietitian for outreach along with collaboration with other organizations (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
  - 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
  
- **Transportation -**
  - Investigate feasibility of adding hours of coverage to current service to include weekend and evenings – especially during times of special activities or events (hours are limited to Monday thru Friday 8:00 a.m. to 4:00 p.m.)
  - Collaborate with others (business, law enforcement) to address rides for those under the influence to promote safety.

### **Next Steps for Priorities**

For each of the priority areas listed above, LakeWood Health Center will work with community partners to:

- Identify any related activities being conducted by others in the community that could be built upon
- Develop measurable goals and objectives so that the effectiveness of the efforts can be measured
- Build support for the initiatives within the community and among other agencies/organizations
- Develop detailed work plans
- Implementation teams will be developed to monitor goals and action plans

### **Priority Needs Not Being Addressed and the Reasons**

Although LakeWood Health Center 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 is being addressed on a national level. LakeWood Health Center has programs available to facilitate financial counseling, enrollment into Medicaid, application to charity care funds and payment plans.

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. LakeWood Health Center 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 LakeWood Health Center; however LakeWood Health Center 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. LakeWood Health Center welcomes students for employment as certified nursing assistants and dietary aides. 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 and provides a living wage as an employer.

Substance abuse related to drugs and alcohol is important and the relationship of alcohol and other drug use to a variety of issues is recognized. It is known that alcohol and other drug use is associated with drowning, high risk sexual behavior, rapes, suicides, family violence/intimate partner violence, traffic fatalities and murders. (MN Institute of Public Health and MN State Epidemiological Outcomes Workgroup 2008). LakeWood Health Center will continue to support and participate in the Lake of the Woods County Prevention Coalition to prevent use of alcohol, tobacco and other drugs. The vision statement is “to create a community culture that empowers youth to be alcohol, tobacco and drug free.” It is noted that the community participants support the enforcement of existing laws and ordinances related to drugs and alcohol. The wait time for treatment programs is not within LakeWood’s realm of control however rapport and referral with programs is important to maintain. LakeWood Health Center, in partnership with Lake of the Woods County Sheriff’s Department, installed a locked medication drop box for anyone to drop off outdated or discontinued medications. This allows for proper disposal to avoid theft or diversion of old or unused medication. LakeWood Health Center providers are registered with pharmacy review and pain management contracts are established with patients to ensure proper use of narcotics.

The concern for improved choices for grocery shopping (more stores) is noted but out of the scope of service for a health care facility. LakeWood Health Center will continue to provide garden spots for community members and does work with SHIP to promote gardening in our community. LakeWood Health Center will continue to assist the newly established 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. LakeWood Health Center will continue to collaborate with the Brink Senior Center and the nutrition program that provides nutritious meals for seniors.

LakeWood Health Center has collaborated with LifeCare Medical Services (Roseau, MN) to establish Behavioral Health Services in Baudette. In early 2012, two counselors left the area leaving a gap in services for both sites. There are two counselors staffing the department with appointments available 3 days per week. LakeWood Health Center would increase hours in the department to 4 to 5 days per week if LifeCare is able to recruit another provider.

LakeWood will continue to work with LifeCare to recruit 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.

LakeWood Health Center Clinic is structured for a staff of three physicians and one midlevel provider. 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 a new physician was successful with a one year gap in the preferred staffing model. Recruitment for specialists in the areas of urology, ear nose and throat, podiatry and oncology is ongoing and a part of the current strategy for growth and service for our patients. Tele-health/telemedicine is also a current strategy that would improve access for Lake of the Woods County residents and LakeWood is actively working with other organizations to provide tele-health services. Physician alignment and retention is a current strategy at LakeWood Health Center 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 June 3, 2013, LakeWood Health Center Board approval:

Kay M. Schell, Missim Leader  
By Name and Title

June 3, 2013  
Date