

CHI LakeWood Health

2019 Community Health Implementation Strategy

Adopted November 2019



**CHI LakeWood
Health**

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At-a-Glance Summary

<p>Community Served</p> 	<p>CHI LakeWood Health, located in Baudette, MN is the primary provider of health care services for residents of Lake of the Woods County, as well as portions of Koochiching, Beltrami, and Roseau counties. Lake of the Woods is a rural county located in northern Minnesota; in fact, it is the northernmost point of the lower 48 states. It is bound on the north by Canada, on the east by Koochiching, on the south by Beltrami County, and on the west by Roseau County. It has a total area of 1,775 square miles, of which 1,298 square miles is land and 477 square miles is water. Lake of the Woods County population is 3,744 according to 2017 MDH data, and the population of the incorporated cities is: Baudette, 1,059 and Williams 191. Lake of the Woods County is the second least populated county in Minnesota with 3.1 persons per square miles.</p>
<p>Significant Community Health Needs Being Addressed</p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <ul style="list-style-type: none"> • Mental Health • Transitions of care/persons with complex medical issues • Low-income/poverty and implications that result
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital intends to take actions and to dedicate resources to address these needs, including:</p> <p>Mental Health: Implement Senior Life Solutions and collaborate with community partners to sponsor and promote mental health awareness and access to behavioral health services.</p> <p>Transitions of care/persons with complex medical issues: Sustain and grow Matter of Balance program, collaborate with Sanford Health, recruit physician and promote preventive medicine.</p> <p>Low-income/poverty and implications that result: Support of local programs, participation in Rainy River Community Colleges Cohort Registered Nurse program, work with the economic development committee, promote professional development within the organization and continue to provide charity care/financial assistance.</p>
<p>Anticipated Impact</p> 	<p>Overall, our organization anticipates that actions taken to address significant health needs will increase access and improve the health and wellness for those who are medically underserved. Additionally, we will strengthen our partnerships with local organizations and committees by working together to improve health equity.</p>

Planned Collaboration



Key partners include Psychiatric Medical Care (PMC), Lake of the Woods Suicide Awareness and Prevention Committee, Lake of the Woods School, LifeCare Medical Center, economic development committee, Rainy River Community College, Lutheran Social Services, Dollars for Scholars, Land of the Dancing Sky Area Agency on Aging, Sanford Health and regional homecare/hospice programs.

This document is publicly available online at <https://lakewoodhealthcenter.org/about-us/>.

Written comments on this report can be submitted to the CHI LakeWood Health Public Health office, 600 Main Ave S., Baudette, MN 56623 or by e-mail to kayschell@catholicealth.net.

Our Hospital and the Community Served

About CHI LakeWood Health

CHI LakeWood Health is a member of CommonSpirit Health. CHI LakeWood Health is located at 600 Main Ave S., Baudette, MN 56623. LakeWood is a 15-bed, not-for-profit, Critical Access Hospital (CAH). In addition to our hospital CHI LakeWood Health also operates a 32-bed long-term care facility (LakeWood Care Center), 10-unit Senior Living Apartments (Parker's ARC), ambulance service (Lake of the Woods Ambulance) and a rural health clinic (LakeWood Health Center Clinic).

Other Health Care Services Include:

- Behavioral Health
- Cardiac Rehab
- Diabetes Resource Center
- Emergency Room
- Fitness Center
- Laboratory
- Radiology and Imaging
- Tele-medicine
- Inpatient and Outpatient Therapy (Physical, Occupational and Speech Therapy)
- Respite Care
- Same Day Surgery
- Sleep Studies
- Swing Bed
- Rural health visiting nurse
- Outreach specialists
- Public Health

Our Mission

The mission of Catholic Health Initiatives is to nurture the healing ministry of the Church, supported by education and research. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we create healthier communities.

Financial Assistance for Medically Necessary Care

CHI LakeWood Health delivers compassionate, high quality, affordable health care and advocates for members of our community who are poor and disenfranchised. In furtherance of this mission, the hospital provides financial assistance to eligible patients who do not have the capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services. The financial assistance policy and a plain language summary of the policy are on the hospital's web site.

Description of the Community Served

CHI LakeWood Health is located in Baudette, MN. The service area is defined based on the location and geographic distance to other health care facilities, along with the history of use by consumers. Lake of the Woods County is a designated Health Provider Shortage Area (HPSA).

CHI LakeWood Health serves residents of Lake of the Woods County, as well as portions of Koochiching, Beltrami and Roseau counties and neighboring Canada. A summary description of the community is below. Additional details can be found in the CHNA report online.

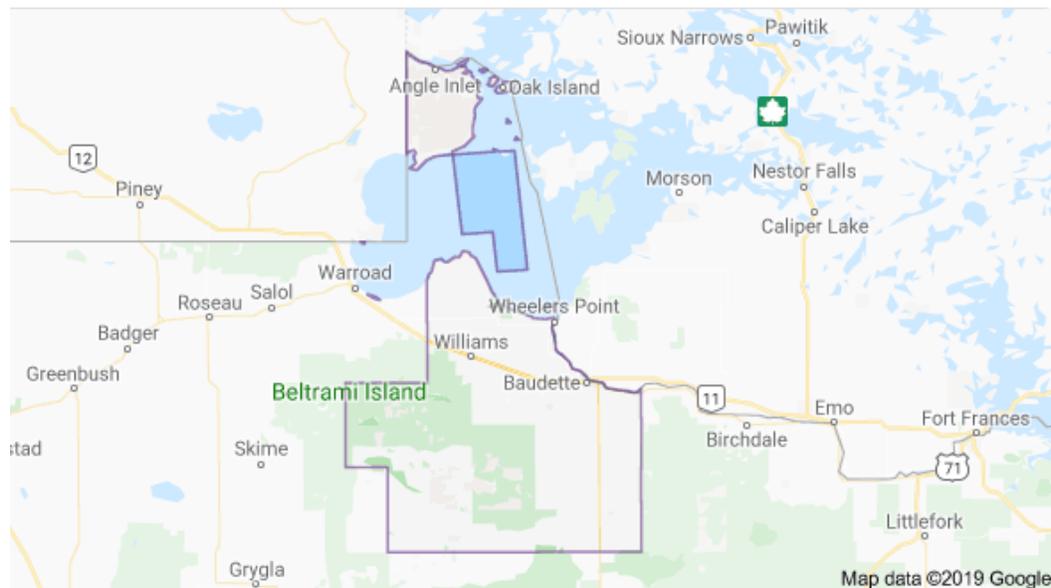
Lake of the Woods County was founded on January 1, 1923 and was named after the lake that covers a large portion of it. It is a rural county located in northern Minnesota; in fact, it is the northernmost point of the lower 48 states. It is bound on the north by Canada, on the east by Koochiching County, on the south by Beltrami County, and on the west by Roseau County. It has a total area of 1,775 square miles, of which 1,298 square miles is land and 477 square miles is water.

Today, the population of the incorporated cities is: Baudette, 1,059 and Williams 191. According to the MDH, the 2017 Lake of the Woods County population is 3,744, a decrease of 179 people from 2015 data. It is the second least populated county in Minnesota with 3.1 persons per square miles.

According to the Lake of the Woods County Population by Race, 2016, the racial makeup of Lake of the Woods County is 94.2% white, 2.6% two or more races, 1.6% Asian, 0.1% American Indian and 0.01% African American.



Lake of the Woods County



Community Assessment and Significant Needs

The hospital engages in multiple activities to conduct its community health improvement planning process. These include, but are not limited to, conducting a Community Health Needs Assessment with community input at least every three years, identifying collaborating community stakeholder organizations, describing anticipated impacts of program activities and measuring program indicators.

Community Health Needs Assessment

The health issues that form the basis of the hospital's community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in June 2019. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available at <https://lakewoodhealthcenter.org/about-us/> or upon request at the hospital's Healthy Communities or Community Benefit office.

Significant Health Needs

The community health needs assessment identified the following significant community health needs:

- **Mental Health** – Lake of the Woods County has minimal resources available for mental health. In 2017, suicide was the 5th leading cause of death. Our Public Health Survey from 2017 indicates 32.0% of the surveyed individuals reported a mental health concern at some point in their life.
- **Transitions of care/individuals with complex medical issues** – Access to in-home services are limited in our area. Heart disease and cancer have been the leading cause of death in Lake of the Woods County for the last decade and in 2016, 62 residents were treated in the hospital for falls. Of those falls, 32 (51.6%) were in persons 65 years of age and older.
- **Low income/poverty and implications that result** – The Minnesota Median Home Income (MHI) from 2010-2014 was \$60,828, while the Lake of the Woods MHI from 2010-2014 was \$45,119. The percentage of people living at or below 200% poverty in Lake of the Woods County is 27.3%. Limited income and or poverty is linked to health in several ways by limiting choices in education, employment and living conditions.
- **Transportation** – According to our 2017 Public Health Survey 2.4% of our survey respondents replied they did not receive needed health care due to transportation problems.
- **Poor life choices in adult** – According to 2018 data from the University of Wisconsin 21% of Lake of the Woods County adults were excessive drinkers and 15% were smokers.

Significant Needs the Hospital Does Not Intend to Address

Although CHI LakeWood Health recognized the importance of all needs identified by the community, LakeWood will not directly design strategies for all issues due to limits on resources, expertise or duplication of effort.

2019 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years. It summarizes planned activities with statements on anticipated impacts and planned collaboration. Program Digests provide additional detail on select programs.

This report specifies planned activities consistent with the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs may merit refocusing the hospital's limited resources to best serve the community.

The anticipated impacts of the hospital’s activities on significant health needs are summarized below, and for select program initiatives are stated in Program Digests. Overall, the hospital anticipates that actions taken to address significant health needs will: improve health knowledge, behaviors, and status; increase access to needed and beneficial care; and help create conditions that support good health. The hospital works to evaluate impact and sets priorities for its community health programs in triennial Community Health Needs Assessments.



Creating the Implementation Strategy

CHI LakeWood Health is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

CHI LakeWood Health engaged internal leaders to examine and identify the health needs according to the seriousness of the issue, existing resources, focus area and whether the health need particularly affected persons living in poverty or reflected health disparities. The Community Health Needs Assessment served as the resource document for the review of health needs as it provided statistical data on the severity of issues and also included community input on the health needs. As a result of the review of needs, CHI LakeWood Health chose to focus on: mental health, transitions of care/persons with complex medical issues and low-income/poverty and implications that result. These prioritized needs were validated by the members of the community focus group.

Strategy by Health Need

The tables below present strategies and program activities the hospital intends to deliver to help address significant health needs identified in the CHNA report.

They are organized by health need and include statements of the strategies’ anticipated impact and any planned collaboration with other organizations in our community.

 Health Need: Mental Health	
Strategy or	Summary Description

Program Name	
Senior Life Solutions	CHI LakeWood Health will evaluate and implement Senior Life Solutions, an outpatient counseling program designed to meet the mental health needs of those who are 65 and older. The program will provide additional access to mental health care within our community.
Community Collaboration	CHI LakeWood Health will continue to collaborate with community partners to sponsor and promote mental health related trainings, workshops and initiatives. In addition, a member of our team will participate on the Suicide Awareness and Prevention Coalition. The hospital will also look to collaborate with our local public school (LOW School) to identify opportunities and next steps to improve mental health resources and awareness for our youth.
Behavioral Health Services	Maintain current Behavioral Health services at CHI LakeWood Health and explore options to increase patient access.

Anticipated Impact: Increased access and awareness to reduce barriers to mental health care.

Planned Collaboration: Key partners include Psychiatric Medical Care (PMC), community based organizations, Lake of the Woods Suicide Awareness and Prevention Coalition, Lake of the Woods School and LifeCare Medical Center.



Health Need: Transitions of Care/Persons With Complex Medical Issues

Strategy or Program Name	Summary Description
Matter of Balance	Continue relationship with Land of the Dancing Sky Area Agency on Aging by sustaining and growing our local Matter of Balance Program.
Hospital and Emergency Care Model	Strategize and implement alternative provider care models for our hospital and emergency department.
Sanford Health Collaboration	Continue to collaborate with Sanford Health and explore additional outreach specialty services.
Physician Recruitment	Recruit second full-time family practice Medical Doctor.
Identify Homecare/Hospice Providers	Research and develop a list of potential health providers that could deliver homecare and/or hospice within our community.
Preventive Medicine	Encourage and promote preventive medicine with screenings, annual check-ups and Medicare annual wellness visits.

Anticipated Impact: Increased access and improve prevention and management of complex medical issues.

Planned Collaboration: Key partners include Land of the Dancing Sky Area Agency on Aging, Sanford Health and regional homecare and hospice providers.



Health Need: Low-Income/Poverty and Implications that Result

Strategy or Program Name	Summary Description
Economic Development	Play the role of indirect stakeholder through our area’s economic development committee to identify priorities and action items that address our under employed population.
Program Partnerships	Continue to participate in Rainy River Community Colleges Cohort by providing onsite registered nurse program, and continue to apply for the Student Summer Healthcare Internship Program with the Minnesota Hospital Association.
Local Programs and Initiatives	Continue to support local programs that address implications resulting from poverty which includes, but is not limited to: Lake of the Woods School Backpack Program, Early Childhood Family Initiative Breakfast Program, Senior Meals and Dollars for Scholars.
Professional Development	Promote and encourage employees to explore professional development through the organization’s lifelong learning benefits that include: education assistance, academic advising, online and call center support through Catholic Health Initiatives’ (CHI) education partner, Edcor.
Financial Assistance	Continue to advocate for members in our community who are low-income and/or living in poverty by providing financial assistance to eligible patients who do not have the capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services.

Anticipated Impact: Increased access to health care services and opportunities that provide assistance and promote growth.

Planned Collaboration: Key partners include Lake of the Woods Economic Development Committee, Rainy River Community College, Minnesota Hospital Association, Lake of the Woods School, Senior Meals, Dollars for Scholars Committee and other community-based organizations.

Program Digests

The following pages include Program Digests describing key programs and initiatives that address one or more significant health needs in the most recent CHNA report. The digests include program descriptions

and intervention actions, statements of which health needs are being addressed, any planned collaboration, and program goals and measurable objectives.

 Community Collaboration	
Significant Health Needs Addressed	List the significant health needs in the most recent Community Health Needs Assessment here; check as appropriate for each program described. <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Mental Health <input type="checkbox"/> Transitions of Care/Persons with Complex Medical Issues <input type="checkbox"/> Low Income/Poverty and Implications that Result
Program Description	Provide funds and or sponsorships to local non-profit organizations to be used to address mental health awareness programs, education, trainings and initiatives. Awards and or sponsorships will be given to organizations who have established a program need and made a formal request to CHI LakeWood Health and/or LakeWood Regional Healthcare Foundation.
Community Benefit Category	E1 – Cash Donation
Planned Actions for 2019 - 2021	
Program Goal / Anticipated Impact	Increased awareness and education to assist in preventing mental health crises such as suicide.
Measurable Objective(s) with Indicator(s)	Funding will be provided to non-profit community organizations that have made a formal request to CHI LakeWood Health and/or LakeWood Regional Healthcare Foundation for programs that support mental health within the community.
Intervention Actions for Achieving Goal	All awarded and sponsored organizational programs will work with the Marketing and Public Relations manager to ensure programs meet the objectives as stated in their funding requests.
Planned Collaboration	Non-profit community based organizations.

 Matter of Balance	
Significant Health Needs Addressed	List the significant health needs in the most recent Community Health Needs Assessment here; check as appropriate for each program described. <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Mental Health <input checked="" type="checkbox"/> Transitions of Care/Persons with Complex Medical Issues <input type="checkbox"/> Low Income/Poverty and Implications that Result

Program Description	The Matter of Balance Program helps participants build practical strategies to reduce fear of falling and increase activity levels. The program is intended for adults, age 60 or better, who are able to walk with or without assistance devices. It is also noted to decrease depression due to increased socialization.
Community Benefit Category	C – Subsidized Health Services
Planned Actions for 2019 - 2021	
Program Goal / Anticipated Impact	Improve the health of participants through an educational class with an emphasis on those who are transitioning back to home from a major health event dealing with complex medical issues.
Measurable Objective(s) with Indicator(s)	Program will be offered twice a year, with steady or increased participation. Participants will reflect improved quality of life and increased daily activities after completion of the program.
Intervention Actions for Achieving Goal	Individuals will complete pre and post-survey in regards to their knowledge and ability. Partnership with Land of the Dancing Sky Area Agency on Aging will be strengthened.
Planned Collaboration	Land of the Dancing Sky Area Agency on Aging.



Program Partnerships

Significant Health Needs Addressed	List the significant health needs in the most recent Community Health Needs Assessment here; check as appropriate for each program described. <ul style="list-style-type: none"> <input type="checkbox"/> Mental Health <input type="checkbox"/> Transitions of Care/Persons with Complex Medical Issues <input checked="" type="checkbox"/> Low Income/Poverty and Implications that Result
Program Description	Rainy River Community College Cohort allows students to complete an Associate in Science Degree in nursing through the use of interactive television (ITV) lecture, face-to-face lab, community clinicals and proctored testing. This program requires limited travel and gives students better access to advance their education and become registered nurses.
Community Benefit Category	B2 – Nurses/Nursing Students

Planned Actions for 2019 - 2021	
Program Goal / Anticipated Impact	Improve the quality of life of residents through access to advanced education and career development.

Measurable Objective(s) with Indicator(s)	Participants will graduate with an Associate in Science Degree in nursing, and qualify to take the National Council Licensure Examination (NCLEX) RN exam upon completion.
Intervention Actions for Achieving Goal	Individuals will enroll in the college and receive education through the use of CHI LakeWood Health facilities and proctors. Once they have earned their degree and upon a passing NCLEX RN exam they will receive possible job placement within the organization.
Planned Collaboration	Rainy River Community College, International Falls, MN

Hospital Board and Committee Rosters

CHI LakeWood Health Hospital Board Members

Bruce Burton, Chair
Jeffrey Drop, Senior VP, Catholic Health Initiatives
Justin Quo, MD
Brad Nylander, Vice Chair
Jeffrey Stampohar, VP of Operations
James Austad
Crystal Olson
Sister Bernice Ebner

Community Health Needs Assessment – Focus Group Committee

Ministerial (First Lutheran and Catholic Churches)
Emergency Medical Services (EMT)
Lake of the Woods Social Services
Lake of the Woods School (Superintendent, Social Worker, High School Principal)
Lake of the Woods County Commissioner
Parish Nurse/Community Member
Baudette City Council Member
Three Public Health Staff
CHI LakeWood Health (Vice President of Operations and Foundation/Marketing)

