



COMMUNITY HEALTH NEEDS ASSESSMENT - FISCAL YEAR 2016

An assessment of Pope County conducted by Glacial Ridge Health System and community partners to better understand the needs and assets of the community, focusing on health and wellness.



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CHNA Summary

Glacial Ridge Health System's main campus, located in Glenwood, Minnesota, includes a hospital with 19 beds; an outpatient clinic; primary care medical center; and supporting lab, radiology and ancillary services. Comprehensive services include 24-hour emergency care, cardiac care, cancer, diabetes, gynecology, obstetrics, orthopaedics, otolaryngology (ENT), ophthalmology, medication therapy management, rehabilitation services, transitional and swing bed care, urology, dermatology, neurology, and general, vascular, and gynecologic surgery.

We verify the health needs of our communities by performing periodic community health needs assessments (CHNAs) in accordance with Internal Revenue Code Section 501(c)3. These formal assessments are analyzed using widely accepted criteria to determine and measure the health needs of the community we serve. The objective of the assessments is to analyze traditional health-related indicators and social, demographic, economic and environmental factors of the local community we serve in rural Pope County, Minnesota.

Upon review of the community health needs assessment, Glacial Ridge Health System and community partners have identified three community health needs. They are: Obesity, Youth (including alcohol use), and Access to Mental Health Services.

We are pleased to share the following report with you.

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Introduction

CHNA Purpose

In response to its community commitment, Glacial Ridge Health System facilitated a comprehensive Community Health Needs Assessment (CHNA) for Pope County between May and August 2016.

During the CHNA process, Glacial Ridge Health System collaborated with Horizon Public Health, Pope County Human Services, and many other community organizations, non-profits and community leaders. Their input represents the broad interests of the community served by the hospital facility. This report fulfills the requirements of a federal statute established by the Patient Protection and Affordable Care Act requiring non-profit hospitals to conduct community health needs assessments every three years.

Background

Glacial Ridge Hospital is an independent, not-for-profit, 19-bed Critical Access District Hospital located in Glenwood, Minnesota, approximately 120 miles west of Minneapolis/St. Paul. Glacial Ridge Hospital is a rural health care facility and is not affiliated with a larger hospital system. The hospital became a certified Trauma Level IV hospital in 2008, an Acute Stroke Ready Hospital certified in 2015, and was licensed as a Critical Access Hospital through Medicare in December 2005. The Glenwood Medical Center, a primary care rural health clinic, is attached to and integrated with the hospital on the main campus.

The health system encompasses a wellness center; Homecare and Hospice programs; two medical centers located in Glenwood and Brooten; a full-service eye care center, and an advanced and basic life support ambulance service with ambulances stationed in Brooten, Glenwood and Starbuck. Additionally, the Glacial Ridge Hospital Foundation supports and directs the operations of a 59-unit, independent living facility for seniors across the street from the hospital.

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The following 15 townships and cities constitute the Glacial Ridge Hospital District in Pope County: Grove Lake, Chippewa Falls, Gilchrist, Glenwood, Lake Johanna, Reno, Bangor, Westport, Leven, Brooten City, Glenwood City, Long Beach City, Sedan City, Villard City and Westport City. Pope County, as well as parts of Stearns, Swift, Stevens and Douglas counties constitutes our service area.

Mission

The mission of Glacial Ridge Health System is to provide the highest quality "heartfelt" care to the communities we serve.

Patient Care

Glacial Ridge Hospital was awarded a 5 star hospital for patient satisfaction in May 2016 by the Centers for Medicare and Medicaid.

The staff and providers of GRHS provide acute care, diagnostic, emergency, and specialty services in partnership with the medical staff, two clinics, and other area healthcare providers. Services offered include: 24-hour emergency care, a Walk-In Clinic open 7 days a week, cardiac rehabilitation, cardiovascular outreach, diabetes self-management and education, laboratory services, education and support programs, home health care, hospice and respite care, inpatient/maternity care, medication therapy management, outpatient services, pharmacy, radiology (general, ultrasound, nuclear medicine, mammography, bone density, CT, MRI), rehabilitation services (physical, occupational, and speech therapies), sleep disorders, transitional and swing bed care, wellness/prevention services, and general, vascular, and gynecologic surgery.

The outreach services offered at the hospital have grown significantly over recent years in terms of both scope and quantity of visits. Physicians from hospitals and specialty clinics in Alexandria, St. Cloud and

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Willmar provide specialty services. Tertiary services are provided by St. Cloud Hospital in St. Cloud, approximately one hour from Glenwood.

Our ability to deliver superior, quality health care is strengthened by the dedication and expertise of 257 full- and part-time employees, nine physicians/surgeons and seven advanced care practitioners. We strive to fulfill our mission by collaborating with physicians, providers, agencies and community groups to continually add new programs and services, upgrade equipment and facilities, and recruit new practitioners to our area. Due to continued growth, two new providers – 1 Certified Nurse Practitioner and 1 Physician Assistant – will be joining our staff later this summer 2016 bringing our total number of providers to 18. An additional Family Medicine physician will begin in September 2017, and we are recruiting for another Family Medicine / Internal Medicine physician as well.

In fiscal year 2015, GRHS reported 2,011 acute inpatient days; outpatient encounters totaling 15,923; swing bed days of 1,303; and 3,636 emergency department visits. Our inpatient average daily census was 9.45.

Market research and assessments indicate that community residents prefer receiving primary health care services close to home. They place a high value on quality diagnostic and hospital services, advanced technology, and convenient access to prevention, primary, specialty, emergency and home health care. As more emphasis is placed on reducing health care costs, keeping people well, improving the management of chronic illnesses, and meeting the needs of an aging population, GRHS is positioning itself to strengthen local and area partnerships and collaborations to fulfill these expectations.

GRHS cares for all patients regardless of gender, age, religion, race or financial status. Fifty-two percent of acute care volume is Medicare and eight percent is Medicaid. The remaining 40% of the payer mix is divided among managed care, commercial insurance, self-pay and charity care.

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Who We Serve

The population that Glacial Ridge Hospital serves in Pope County alone is approximately 11,000 with a service area of approximately 15,000 encompassing portions of the adjoining counties. We have sustained growth in the number of patients from our immediate service area as well as many traveling from other hospital and clinic service areas.

The population of Pope County has remained stable and is homogenous. A breakdown of the county population is as follows:

- White – 97.3%
- African-American – 0.4%
- American Indian – 0.2%
- Asian – 0.4%
- Hispanic/Latino – 1%
- Two or more races – 0.9%

Additional Pope County demographics are highlighted in Appendix A to help further characterize our population:

- 24.8% of the population is under the age of 18.
- 21.5% of the population is 65 years of age and older.
- By 2035, 31% of the population is projected to be age 65 or older.
- The median age is 42 years old.
- 5.8% of families and 8.8% of the population were below the poverty line, including 14% of those under age 18 and 12.1% of those age 65 and over.
- The leading causes of death are heart disease, cancer and stroke.
- Pope County residents rate their physical and mental health lower than state and national averages.
- 11% of the population lacks health insurance.

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Methodology

The Glacial Ridge Health System Community Health Needs Assessment process began in the summer of 2016 with the establishment of a stakeholder forum which included:

Kirk Stensrud has been the CEO of Glacial Ridge Health System for 11 years and has worked in health care for more than 20 years. Kirk is actively involved in community leadership activities and organizations.

Diane Meyer, Marketing Manager at Glacial Ridge Health System with 10 years of experience, coordinated the CHNA.

Community members representing a broad spectrum of the county were invited to participate in a Glacial Ridge Health System Community Health Needs Assessment. It was a call for community action and collaboration to improve the health of residents in Pope County. Participation included representatives from the following organizations: Pope County Family Collaborative, ECFE/THRIVE, Pope County Human Services, Glacial Ridge Homecare, Glenwood Medical Center, GRHS, Eagle Bank, Rainbow Rider, Horizon Public Health, Lakeland Mental Health Services, Minnewaska Lutheran Home, American Solutions for Business, WASP, Glenwood United Parish, Glenwood State Bank, and Heart & Hands Food Shelf.

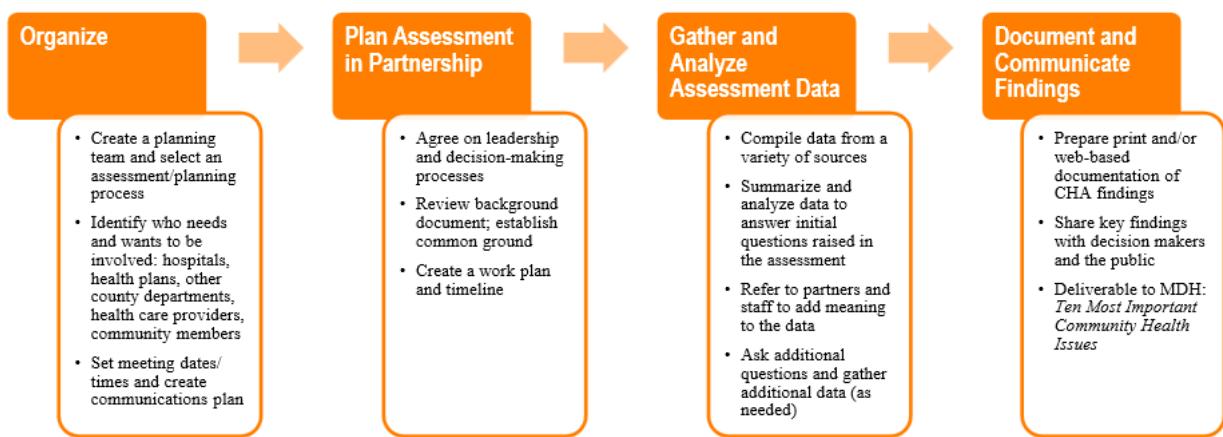
Agreements were made to collaborate and partner – to include the exchange and sharing of data, strategies, and processes – when common themes, priority health needs, and strategies to address them are identified.

The GRHS project collaborative, led by Glacial Ridge Health System reviewed the CHNA plan from July 2013 as a starting place. This leadership team agreed to adopt and follow the Minnesota Department of

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Health Community Health Assessment Model as a framework for evaluating and analyzing community health needs.

Community Health Assessment: Process Overview



Organize and Plan

Meetings were used to establish the structure, time frames and key stakeholders. Horizon Public Health and hospital leaders took direct action to gather county data.

Gather and Analyze Data

Email communication, conference calls, and meetings regarding the Community Health Assessment took place from May to August 2016. These were led by Diane Meyer, Marketing Manager at Glacial Ridge Health System with 10 years of experience.

Diane emailed all participants the hospital's 2013 CHNA that included data sets and health indicators from a 2010 Horizon Community Health Board Region report (a five county assessment including Pope).

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The data from the Horizon Community Health Board Region report was categorized under six primary themes:

- People and Place
- Opportunity for Health
- Healthy Living
- Chronic Disease and Conditions
- Infectious Disease
- Injury and Violence

The assessment also included a more detailed analysis of data for Pope County regarding youth suicide rates, drug and alcohol use, obesity, and poverty rates.

Assessment

A formal review of these resources and data sets was shared with key stakeholders to engage community leaders, providers and citizens in a rigorous process of gaining feedback and prioritizing county-specific health needs.

Using standard quality improvement tools, including the Minnesota Technology of Participation facilitation process, Affinity Diagram, Nominal Group Technique and the Decision Matrix, participants offered feedback and rankings that resulted in the development of:

- A vision for a healthy community
- The top 6 health needs based on data presented
- A preliminary list of community resources and assets
- The prioritization of the top two health needs in Pope County
- Discussion was held regarding preliminary strategies under each broad theme that can be taken to improve community health

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Documentation and Communication

Following the review, a progress report and invitation to participate as an implementation plan work team member were created and disseminated to participants and all key stakeholders within the county.

Health Needs Identified

This assessment confirms the need for the wide range of programs and services offered by a comprehensive health system in Pope County. The hospital and medical centers are in a unique position to identify and address the health needs of the community, especially as those needs relate to providing acute, diagnostic, emergency, and specialty services.

Using the data sources from Stratis Health presented in the 2013 CHNA, Horizon Public Health's 2015 Community Health Improvement Plan, and input from key community resources, the following community health needs were identified:

OBESITY

- Wellness center
- Paths around the community
- Safe physical activities
- Increase in colon/rectal cancer
- Paths – access and safety
- Food needs

Ongoing activities in this area:

Farmers market, community garden, bike/walk paths, worksite wellness, 3 fitness centers, bariatric program, Street Smart (public health), Glenwood City Park, school food and physical activity, school lunch program, well-child checks, primary care

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Potential focus areas for this priority:

- Build on SHIP efforts
- Think about how to change culture to support healthier choices
- Use technology/social media (apps, websites, tools, etc.)
- Community health challenges (e.g., Biggest Loser)

Accomplishments since 2013:

- Glacial Ridge Wellness Center added five personal trainers; membership climbed sharply; Biggest Loser Challenges took place.
- Glenwood Lakes Area Chamber assumed management of the Farmers' Market in 2016.
- Glacial Ridge Wellness Center began summer running and cycling groups.
- GRHS began an annual Scrub Run in 2015– a 5K walk/run in August encouraging the entire family to be active together.
- GRHS has been encouraging colon cancer screenings through educational articles and testimonials. Two doctors on staff perform them for patients.
- A bariatric surgeon worked at GRHS for a year, caring for patients pre- and post-operative. Since his departure, our certified Bariatrician has continued caring for those one-year or more post op.
- Glenwood Medical Center has a certified Medical Weight Loss Program ran by Bariatrician and Family Medicine physician, Dr. Montenegro. His patients see excellent results.
- Glacial Ridge Health System has a small garden that is managed by the Employee Wellness Committee. The fresh produce is sold to employees at a reasonable cost to encourage healthier eating and it's easily attainable.
- Horizon Public Health's Community Health Improvement Plan for 2015-2019 identified four priorities regarding Pope County.
 - One goal linked to obesity is "Poor Nutrition" identified as unhealthy eating habits contributing to obesity and chronic disease. The goal is to increase healthy eating in the region. The goal's two objectives target farmer's markets and schools.
 - Horizon Public Health reaches clients through the Women Infants and Children (WIC) program and social services to assist in choosing healthier food. Through a grant, they are able to provide clients with \$10 vouchers to be used at the local Farmer's Market

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since it isn't able to accept *Supplemental Nutrition Assistance Program (SNAP)* EBT cards.

- Glacial Hills Elementary School in Starbuck has incorporated Brain Gym which utilizes a series of exercises claimed to improve academic performance. For example, students jump rope while learning math and spell words during hopscotch.
- Horizon Public Health worked with the Minnewaska public school to add a salad bar and healthier options on the a la carte menu at the middle school and high school.
- A second goal related to obesity is connected to lack of physical activity. Public Health's goal is to increase policy, system, and environmental changes throughout the region that support residents in achieving increased physical health.

YOUTH

- Health needs of youth
- Youth activity
- Engaging youth in better health

Ongoing activities in this area:

Well-child checks, mobile dental clinic, Head Start, sports programs, Boy/Girl Scouts, early childhood, faith-based, 4H, soccer field, After School Enrichment Program, parks and the schools have all-encompassing playground equipment encouraging activity for kids of all abilities, Parent Teacher Association, speech teams, math teams, trap shooting team, school music – choir and band, theater plays, Future Farmers of America (FFA) club, summer 4-H day camps, and more.

Potential focus areas for this priority:

- Engaging kids who aren't involved in sports
- Collaborative work for youth throughout Pope County
- Improve communication/increase awareness of existing services
- Build on SHIP efforts
- Use technology/social media
- Build on national media campaigns (e.g., Michelle Obama)

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Accomplishments since 2013:

- Jodee Lund with the Minnewaska Area Schools is creating a MarkerSpace for all middle and high school students to utilize both in- and outside of class. It's a place to go and be creative with technology including photography, video, and robotic programs.
- A Fellowship of Christian Athletes (FCA) group was started – open to all kids, not just athletes, 7-12 grade
- Glenwood Lakes Area Chamber has community programs and activities for families and children of all ages throughout the year including Kids Day, Take a Kid Fishing, Waterama celebrations, Winterama celebrations, weekly Christmas events and more.

ALCOHOL AND DRUG USE– combine with YOUTH

- Alcohol use by youth
- Teen drug use
- Teen alcohol use
- Preventing teen binge drinking
- Teen drinking
- Adult alcohol and drug use

Ongoing activities in this area:

ASAP, DARE, high school youth advisory committee, chemical health assessments, AA/Al Anon, HELP council, well-child checks, primary care

Ongoing activities in this area:

Chamber of Commerce, civic organizations, Good Samaritan Fund, Family Services Collaborative, housing collaborative, vulnerable adults collaborative, child protection collaborative, schools, United Way, Relay for Life, churches/pastors, community activities, local media, businesses

Accomplishments since 2013:

- Horizon Public Health started a group called Against Substance Abuse in Pope County (ASAP). It is a coalition of representatives from many areas of our community working towards keeping our youth healthy, safe and drug-free.

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- They have worked towards getting a Social Host Ordinance in Pope County making it unlawful to host or allow underage drinking parties regardless of who purchased the alcohol.
- ASAP provides Responsible Beverage Server Training free to servers at all liquor establishments in the county.
- ASAP has a Students Against Destructive Decisions (SADD) group at the Minnewaska school empowering students to make good choices.
- ASAP media campaign focuses on correcting misperception that all kids drink. They focus on data that supports if students perceive most don't drink, they are less likely to drink themselves.

POVERTY

Job-seeking/keeping skills

Ongoing activities in this area:

Hearts in Hands – food, clothing; P.C. Families in Need; Good Samaritan Fund; Human services – cash assistance, food support, employment; literacy/adult reading; Habitat for Humanity; school lunch; subsidized housing; Rainbow Rider/ transportation; Family Services Collaborative; Supported Employment; technical college; post-secondary education/support; MAC; NAPS; United Way programs; health care charity care; Salvation Army; local businesses – donations, jobs; economic development; child care assistance; after-school program; Dollars for Scholars; community education; America's Child; Laker Foundation; GED

Accomplishments since 2013:

- Minnewaska Center for Manufacturing – a free training program to students/adults of all ages for jobs in welding.

AGING

- Health needs of seniors
- Challenges of aging
- Balance needs of aging and youth

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Ongoing activities in this area:

Fit for Life, Rainbow Rider, Silver Sneakers, senior center, senior living/housing, waiver services/public assistance, home health, therapy services, faith-based, Meals on Wheels, N.A.P.S., services are accessible

Accomplishments since 2013:

- The new Wellness Center area integrated with the Ridgewood Villa complex will open in October 2016 and has a warm water exercise pool open to the public.

MENTAL HEALTH

- Mental health measurement
- Mental health
- Mental health services

Ongoing services in this area:

Lakeland mental health services, community drop-in center, case management, public health and human services, Someplace Safe, emergency room, 5-county mental health initiative, schools, churches, Lutheran Social Services, Primary Care, early childhood, youth, child protection

Accomplishments since 2013:

Horizon Public Health's Community Health Improvement Plan for 2015-2019 identified four priorities regarding Pope County. One of them is increasing the availability of mental health care services. There are three objectives for this goal.

- Pope County's Human Services Director met with our Director of Nursing Lynn Flesner and ED Nurse Manager Quinn Jacobs in June 2016. They began working on one of the objectives: Increase the availability and coordination of mental health services across the spectrum from prevention to acute care.

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Community Assets Identified

Prior to the identification of health needs, workshop participants were guided through a large-group visioning process. Members were asked to envision a “healthy community.” The vision exercise was a precursor to the identification of existing community assets.

Vision of a healthy community – VICTORY

- Walking and biking paths
- Healthy/organic food choices at schools, shopping centers
- Accessible to all regardless of physical ability
- Accessible transportation for all
- Quality health care – preventative and acute healthcare services for young to old
- Coordinated and collaborative care
- No silos – organizations and activities
- Access to a variety of services – mental, physical, dental
- Senior Center/Community Center
- Walk-in Clinic
- Businesses involved
- Strong neighborly connections
- Spiritual health
- Law enforcement/public safety in schools
- Schools work with community to promote health
- Strong economic standing – jobs, homes, businesses
- Keep things local
- Communication/education for entire community
- Strong long-term care facilities and services
- Arts/Theater valued – visible
- Buzzing with activity
- People feel welcome
- Respect individual decisions – hopefully healthy ones

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- Employment/Rehabilitative services
- People take care of their health
- Efficient social safety net
- Promotes volunteerism

The group then identified the strengths of our community:

Strengths

- Hardworking providers want to do a good job
- Glacial Ridge Health System good at making people aware, good variety of services
- Walk-in Clinic
- Continuum of care – independent, assisted living, long-term care, early childhood, day care
- Strong sense of loyalty/responsibility to community
- Community activities
- Walking paths along the lake
- Lots of recreational opportunities
- Good partnerships/collaboration
- Pope County Fair
- Transportation system
- Industry – stable or growing
- School system – willing to meet student needs
- Community support for issues/projects
- Quality services
- Economically diverse
- Strong media – radio, newspaper
- Glenwood Lakes Area Chamber and Welcome Center
- Pope County Community Expo

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Prioritizing Criteria

Upon a thorough review and discussion of key findings, the facilitator led key stakeholders through a prioritization and ranking process determined by the group, using the following criteria:

- Most bang for your buck – return on investment
- Size of population impacted
- Impact of issue on population affected
- Basic quality of life/safety
- Ease/difficulty of implementation
- Community involvement in problem solving and implementation
- Availability of resources
- Sustainability
- Ability to measure results
- Recognize short and long-term needs
- Results that may cross over to other issues
- Community buy-in/ownership
- Best practices – solutions implemented by other communities
 - Local resources
- Access to and awareness of existing services

Key Community Health Needs

Based on criteria, the following top, most critical health needs in Pope County were identified:

1. OBESITY: Reducing obesity and promoting health habits (nutrition and physical exercise).
2. YOUTH: Reducing binge drinking and drug use by youth and promoting healthy habits (nutrition, physical activity, and activities).

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Next Steps

The following action steps are currently underway in preparation for the formation of GRHS based work teams charged with taking action to improve in the priority areas identified:

- The GRHS Strategic Planning Committee will lead the initiative. The Strategic Planning Committee at GRHS meets monthly and provides status updates to the committee.
- Distribute CHNA Progress Report to key stakeholders within Pope County.
- Continue our efforts to fully understand and inventory community assets and resources that will aid in action planning.
- Identify team leaders on implementation plan development and facilitation.
- Gain commitment from community partners, and identify roles, responsibilities and staff/funding resources needed to implement action plans.
- Establish ongoing evaluation, measurement and progress reporting of plan status.