



2016 Community Health
Needs Assessment
Executive Summary

SANFORD[®]
HEALTH



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Introduction

We are pleased to present the 2016 Community Health Needs Assessment and Implementation Strategies. There is great intrinsic value in a community health needs assessment when it serves to validate, justify and defend not-for-profit status and create opportunity to identify and address community health issues.

Not-for-profit health systems are required to address formally identified health needs as a condition of their tax exempt status. The Affordable Care Act has formalized the requirement with three defined aims:

1. Conduct a Community Health Needs Assessment
2. Adopt implementation strategies to address the needs
3. Create transparency

For tax-exempt hospital organizations that own and operate more than one hospital facility, like Sanford Health, the tax-exempt requirements apply to each individual hospital.

Purpose

The purpose of this community health needs assessment is to develop a global view of the population's health and the prevalence of disease and health issues within our communities. Findings from the assessment serve as a catalyst to align expertise and to develop a Community Benefit plan of action. Assessments:

- Are essential to designing a Community Benefit program that builds on community assets, promotes collaboration, improves community health and supports innovation and research.
- Build capacity to support policy, systems, environmental changes and community health improvement.
- Validate progress toward organizational strategies and provide further evidence for retaining not-for-profit status.

Guiding Principles

The following guiding principles direct the work of committees and groups across the enterprise:

- All health care is a community asset.
- Care should be delivered as close to home as possible.
- Access to health care must be provided regionally.
- Integrated care delivers the best quality and efficiency.
- Community involvement and support is essential to success.
- Sanford Health is invited into the communities we serve.

Acknowledgements

Sanford Health would like to acknowledge and thank the Enterprise Steering Committee for their leadership throughout this process. This group is accountable for meeting the obligations of the Internal Revenue Code 501 (r) (3). Standardized tools and processes were executed to provide a system-wide overview of community health within Sanford's footprint and implementation strategies to address the assessed needs.

Sanford Enterprise Steering Group

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Carrie McLeod, Corporate Lead, Corporate Community Health

Sanford Health also expresses gratitude to the multitude of regional steering groups, facility steering groups, medical center boards of directors and others who provided ongoing guidance, support and expertise throughout the process.

Together we are reaching our vision to *"improve the human condition through exceptional care, innovation and discovery."*

Study Design and Methodology

Sanford Health convened public health and community health leaders throughout the footprint to determine the key needs for information and data gathering. Sioux Falls, Fargo, Bismarck and Bemidji indicated a need for a generalizable survey. Additionally, a community stakeholder survey was conducted for all communities with Sanford medical centers.

Generalizable Survey

A generalizable survey was conducted of residents in Sioux Falls, Minnehaha, Turner, Lincoln and McCook counties in SD; Fargo, and Cass County, ND, Moorhead and Clay County, MN; Bemidji, Bagley and Beltrami and Clearwater counties in northwest MN; Bismarck, Mandan, Burleigh and Morton counties in central ND. The survey instrument was developed in partnership with members of the Greater Fargo-Moorhead Community Health Needs Assessment Collaborative, Sioux Falls community collaborative, Bismarck community collaborative, public health leaders from across the enterprise, and researchers at the Center for Social Research (CSR) at North Dakota State University (NDSU).

The survey instrument was designed as a scannable 8-page mail survey containing 54 questions. The questions focused on general community concerns, community health and wellness concerns, personal health, preventive health, and demographic characteristics.

Obtained through a qualified vendor, the sample was a stratified random sample to ensure that appropriate proportions from each of the communities and counties were included. A total of 1,500

records per community/county with representative demographic indicators were included in the research sample.

A Likert scale was developed to determine the respondent's highest concerns and was implemented for both the generalizable survey and the non-generalizable survey. Needs ranking 3.5 and above were included in the needs to be addressed and prioritized. Many of the identified needs that ranked below 3.5 are being addressed by Sanford. However, 3.5 and above was used as a focus for the purpose of the required prioritization.

Community Stakeholder Survey

A community stakeholder online survey was conducted through a survey tool. The website address for the survey instrument was distributed via e-mail to various agencies using a snowball approach.

Community Stakeholder Meeting

Community stakeholders were invited to review the assessment findings and discuss the top health issues facing the community. The discussion helped determine key priorities for the community.

Community Asset Mapping

Asset mapping was conducted by reviewing the data and identifying the unmet needs from the various surveys and data sets. The process implemented in this work was based on the McKnight Foundation model - Mapping Community Capacity by John L. McKnight and John P. Kretzmann, Institute for Policy Research at Northwestern University.

Each unmet need was researched to determine what resources were available in the community to address the needs. An informal gap analysis was conducted to determine what needs remained after resources were thoroughly researched. Once gaps were determined, the multi-voting methodology was implemented to determine what top priorities would be further developed into implementation strategies. Community stakeholders participated in the prioritization process.

Secondary Research

The secondary data includes the Focus on South Dakota – A Picture of Health study, community health profiles from the North Dakota Department of Health, the Minnesota Department of Health, and County Health Rankings. In some communities, additional secondary data was available, such as the 2015 Assessment of American Indian Residents in the Fargo/Moorhead area.

Implementation Strategy

Each medical center developed strategies to address the prioritized needs. The implementation strategies will be filed with the IRS 990 for FY 2017.

Demonstrating Impact

The 2013 Community Health Needs Assessment served as a catalyst to lift up specific priorities in each community as implementation strategies for the 2014-2016 timespan. The strategies and status of each strategy are reported as part of the IRS 990. The 2016 community health needs assessment includes the current status of the 2013 implementation strategies.





Sanford Bemidji Medical Center

Sanford Bemidji Medical Center, a 118-bed regional medical center, has been a vital part of the Bemidji community since 1898. It is the largest hospital in the region, serving over 14,000 square miles and 143,000 people. It serves as a regional hub for AirMed air ambulance services and offers a Level IV trauma center and fully staffed emergency room.

As a provider of specialized care, Sanford Bemidji offers expanded services in cancer, cardiology, orthopedics and women's health, along with comprehensive adult, pediatric and senior health services. Recently expanded offerings in Bemidji include 24/7 cardiac care, robotic-assisted surgery, hyperbaric oxygen therapy, and the industry's most noted electronic medical record system.

Sanford Bemidji employs over 130 clinicians, including physicians and advanced practice providers and over 1,500 employees.

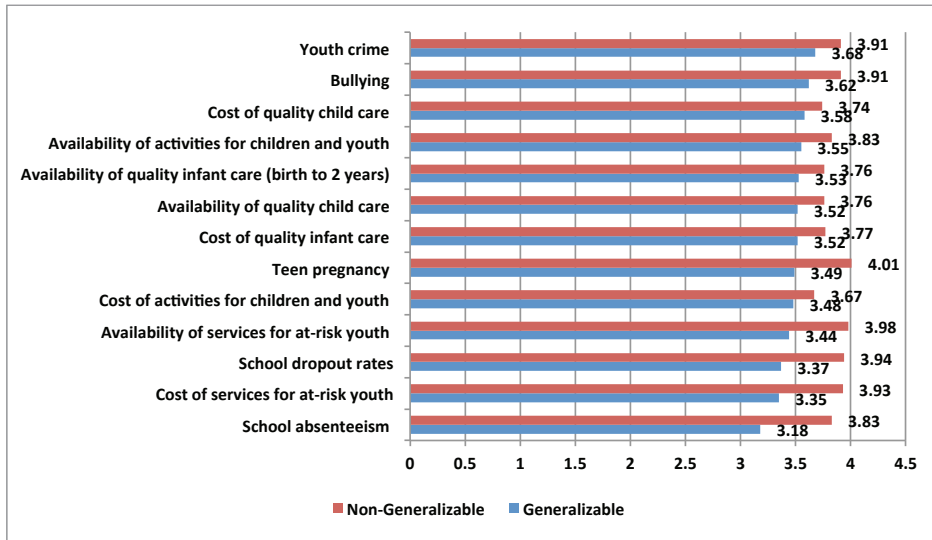
Key Findings:

Sanford Bemidji is serving a community that has strong concerns for the availability of affordable housing, public transportation, the cost and availability of long-term care and memory care, resources to help the elderly stay in their homes, resources for caregivers, and the understanding of advanced directives. Additional high concerns are youth crime, bullying, the availability and cost of quality child and infant care, teen pregnancy, school dropout rates and school absenteeism, and the availability of services for at-risk youth, child abuse, the presence of drug dealers and street drugs in

the community, domestic violence, gang activity, elder abuse, safe places for outdoor youth activity, sex trafficking, access to health care and affordable health insurance, cancer, inactivity, obesity, chronic disease, poor nutrition, depression, suicide, underage drug and alcohol abuse, dementia, Alzheimer's, tobacco use, and preventive flu vaccines.

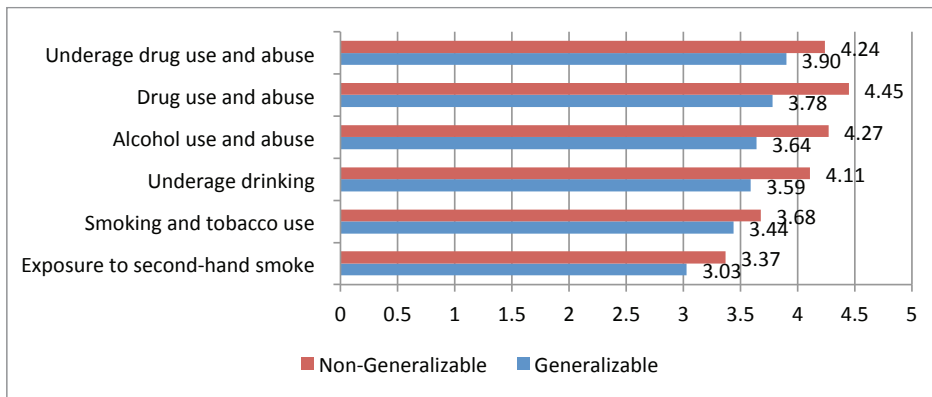
Teen pregnancy is the highest of concerns for children and youth, followed by the availability of services for at-risk youth. Every indicator in the children and youth category ranked as a high concern for the community stakeholders.

Level of concern with statements about the community regarding CHILDREN AND YOUTH



Suicide, depression, stress, and other psychiatric diagnosis are the top mental health concerns. Behavioral health concerns include substance abuse.

Level of concern with statements about the community regarding SUBSTANCE ABUSE



DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Behavioral Health Triage Therapists

Behavioral health/mental health services have been integrated into all primary care settings through behavioral health screening, PHQ-9 screening and two behavioral health triage therapists. Additionally, a peer support advocate was added to assist those with chemical addiction in accessing desired interventions.

A grant was also awarded to Sanford Bemidji Medical Center to create prevention and early intervention strategies for pregnant women who are opioid users. The impact of this grant has been to develop collaborative relationships with the Red Lake tribe and Beltrami County to help identify and intervene in order to minimize the impact on newborns.

Additional recruitment of psychology/psychiatry staff is in process. In advance of successful recruitment, telemedicine psych services are now offered to hospital and clinic patients.

Mental health services for the elderly were improved at the Sanford Bemidji Senior Behavioral Health Unit with the addition of social work, activities services, and added mental health specialists.

The addition of high-risk case managers and emergency department care managers to assist with the identification and referral of high-risk patients has added a positive impact.



Implementation Strategies

Priority 1: Mental Health/ Behavioral Health

Goal: Community-based continuum of behavioral health services

Mental health includes emotional, psychological and social well-being. It affects how people think, feel and act. It also helps determine how we handle stress, relate to others and make choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood.

Many factors contribute to mental health problems, including:

- Biological factors, such as genes or brain chemistry
- Life experiences, such as trauma or abuse
- Family history of mental health problems

Mental health problems are common but people with mental health problems can get better and many recover completely.

Strategy:

- Reduce mortality and morbidity from chemical addiction and mental illness.
- Recruit additional psychiatry/psychology providers for the ambulatory care setting.
- Enhance the level of behavioral health services that are available to patients in the hospital setting.

Priority 2: Children and Youth

Goal: Reduce the number of infants born addicted to opioids and enhance the level of care available for high-risk infants

According to the American Congress of Obstetricians and Gynecologists, pregnant teens are at higher risk for certain health problems (such as high blood pressure or anemia) than pregnant women who are older. Pregnant teens are more likely to go into labor too early. This is called *preterm birth*. These risks are even greater for teens who are younger than 15 years or for those who do not get prenatal care. Teen pregnancies carry extra health risks to both the mother and the baby. Often, teens don't get prenatal care soon enough, which can lead to problems later on. They have a higher risk for pregnancy-related high blood pressure and its complications. Risks for the baby include premature birth and a low birth weight.

Strategy:

- Improve the health of newborns and young children.
- Enhance the level of care that is available for high-risk infants.
- Leverage Sanford *fit* to schools and child care centers.





Sanford Bismarck Medical Center

Sanford Bismarck Medical Center, a 217-bed tertiary medical center, has been a vital part of the Bismarck community since 1908. It provides comprehensive, multi-specialty care for patients in central and western North Dakota. Sanford Bismarck serves as a regional hub for AirMed air ambulance services and is a Level II trauma center. As a tertiary care center, Sanford Bismarck supports 12 regional critical access hospitals in central and western North Dakota by providing critical specialized care including cancer care, heart, women's and children's specialties, OccMed services, orthopedics and sports medicine, rehab and dialysis.

Sanford Bismarck integrates clinic, hospital and long-term care with

seven primary care clinics, four multi-specialty clinics, three walk-in clinics, three occupational health clinics, a home health agency, three kidney dialysis centers, three long-term care facilities, an independent living center and a college of nursing.

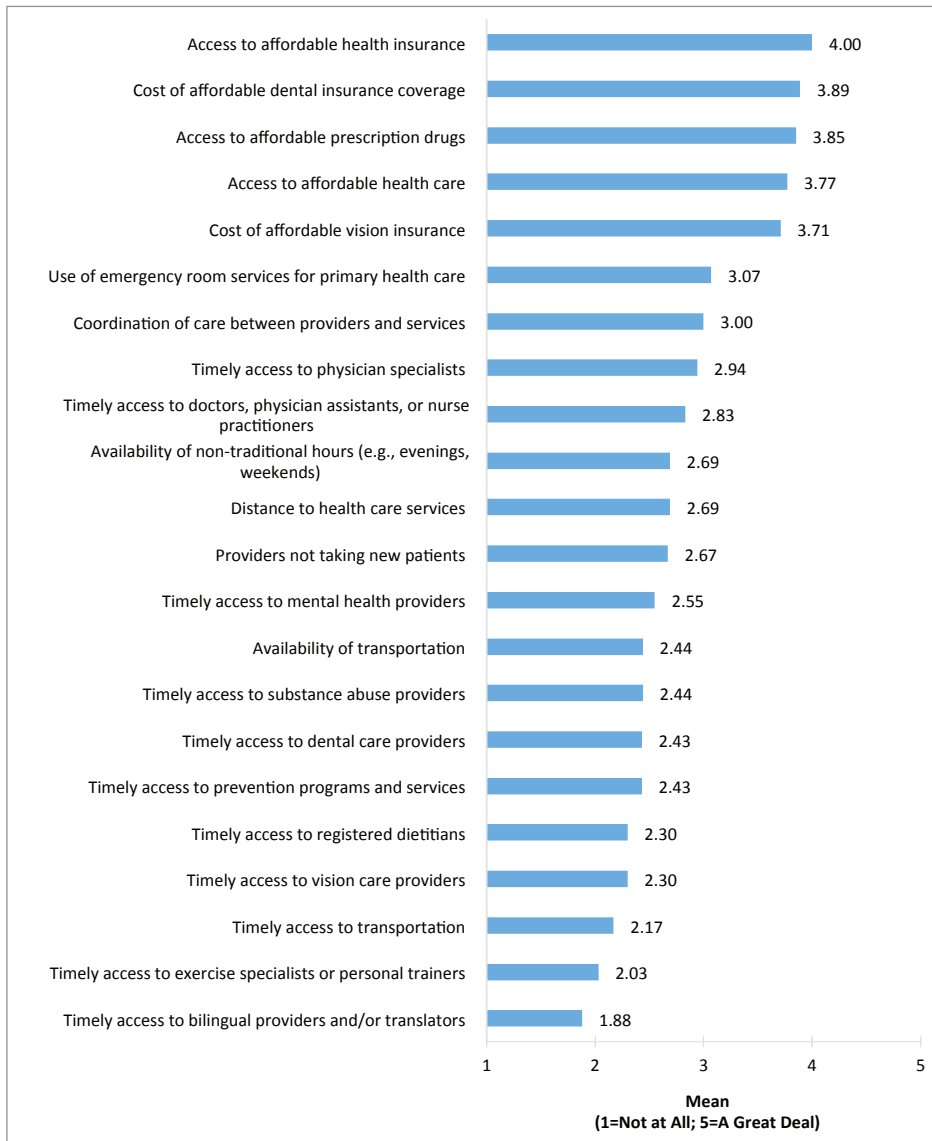
Sanford Bismarck employs over 3,600 people including 260 physicians and advanced practice providers.

Key Findings:

Sanford Bismarck is serving a community that has strong concerns for the aging population regarding the cost of long-term care, the availability of memory care and the availability of resources to help the elderly stay in their homes. Access to affordable care,

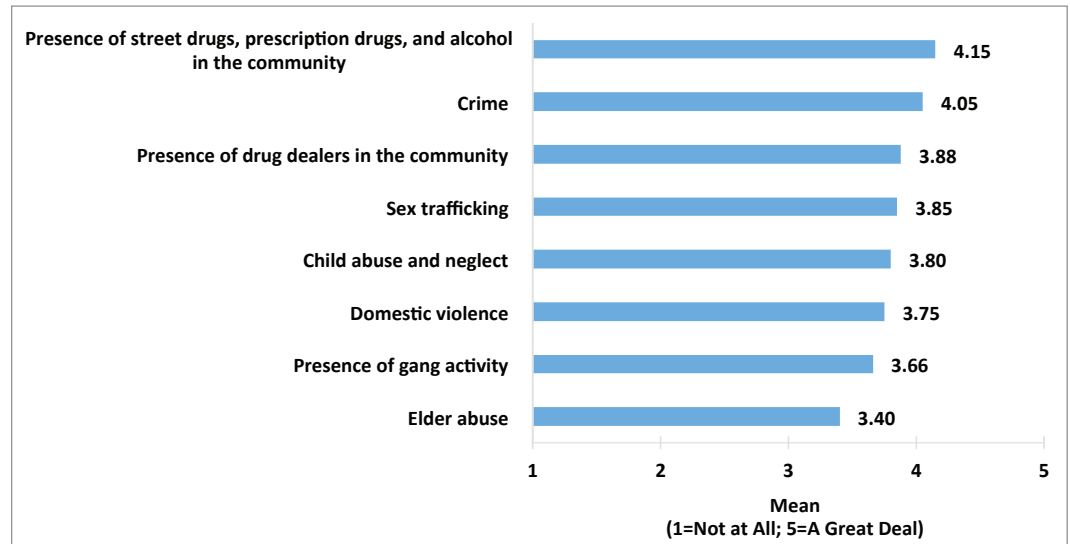
affordable health, dental and vision insurance, and the coordination of care between providers are access concerns. Bullying among children and youth and the cost and availability of quality child care, safety and the presence of street drugs and drug dealers in the community, sex trafficking, child abuse, elder abuse, domestic violence, gang activity and crime, affordable housing, transportation, physical health in regard to chronic disease, cancer, obesity, inactivity, poor nutrition, mental health in regard to binge drinking, underage substance abuse, adult substance abuse, depression, stress, suicide and dementia are all strong concerns of community members.

Level of concern with statements about the community regarding HEALTH CARE



Insurance coverage is a top concern for survey respondents. Sanford Bismarck offers financial assistance for emergency and other medically necessary services. The assistance ranges from a reduction in the amount of the balance outstanding to a complete forgiveness of the balance. Case managers and health coaches coordinate care between medical providers and applicable services within and outside of the health care system.

Level of concern with statements about the community regarding SAFETY



Sanford Bismarck is partnering with Face It TOGETHER, a non-profit addiction management organization to help provide substance abuse awareness, education and recovery resources. The Sanford Health Children’s Advocacy Center provides prevention, education and community awareness presentations on vital child safety issues. Prevent Child Abuse North Dakota and Sanford Bismarck provide community education and awareness events and sponsor a running team tasked with raising awareness and helping children at risk.





Implementation Strategies

Priority 1: Mental Health/ Behavioral Health

Goal: Patients are aware of the best available coverage option

Predictably, having no health insurance coverage hampers access to care and, most notably, access to preventive care. Uninsured women, as an example, are half as likely to seek mammograms as insured women. Net health care savings from preventive care is difficult to measure quantitatively, but qualitative measurement is readily available. Health insurance coverage is also key to proper utilization of health care services.

Strategy:

- Extend supportive services to help patients navigate through coverage options.

Priority 2: Substance Abuse

Goal: Substance abuse services are provided across the full continuum of care

Excessive drinking—more than four drinks for women and five for men—increases one's risk for alcohol poisoning, hypertension, heart disease, sexually transmitted infections, fetal alcohol syndrome,

sudden infant death syndrome, suicide and motor vehicle crashes. Excessive drinking is the third leading lifestyle-related cause of death in the United States (American Journal of Epidemiology, 2014).

In Burleigh County, 4.6% of respondents reported drinking an average of more than 4 drinks per day on each day they drank in the last month. When asked how many days respondents consumed at least 4 or 5 (4 for women, 5 for men) on one occasion, 15.5% reported they did so at least once in the last month. The 2015 County Health Ranking indicates that 23% of Burleigh County residents report excessive drinking.

When asked if substance abuse has had harmful effects on respondent or a family member, 13.1% reported alcohol has had a harmful effect and 8.1% reported prescription and/or non-prescription drugs have had a harmful effect.

Strategy:

- Create an awareness of addiction in the community
- Improve access to care

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Community Wellness Investment

Sanford Bismarck provides in-kind human resources and sponsorship funding to support more than 100 community groups and events each year—investments targeting increased wellness-related awareness and education.

By sharing information about the importance of healthy lifestyles, e.g. good food choices and consistent physical activity, Sanford Bismarck leaders and medical providers aim to increase prevention and control of chronic disease and some forms of cancer.

Sanford Bismarck's partnership in the development of the Family Wellness Center is a key investment in the community's wellness. Increased social connectivity and access to community programming increases a positive outlook and helps reduce depression and stress.



Sanford Fargo Medical Center

Sanford Fargo Medical Center is a 583-bed tertiary medical center in Fargo, ND. It provides comprehensive, multi-specialty care for patients from across the Midwest, with over 50% of patients coming from outside the Fargo-Moorhead metropolitan area. It is the largest hospital in North Dakota and the region's busiest Level II Trauma Center, serviced by the AirMed air ambulance program that extensively covers the vast geographic region.

As a provider of highly specialized services, Sanford Medical Center includes Sanford Children's

Hospital, Sanford Heart Center, Sanford Orthopedic Hospital, Roger Maris Cancer Center, Sanford Women's, Brain and Spine Center, Same Day Surgery and numerous high-level services in over 80 medical specialties.

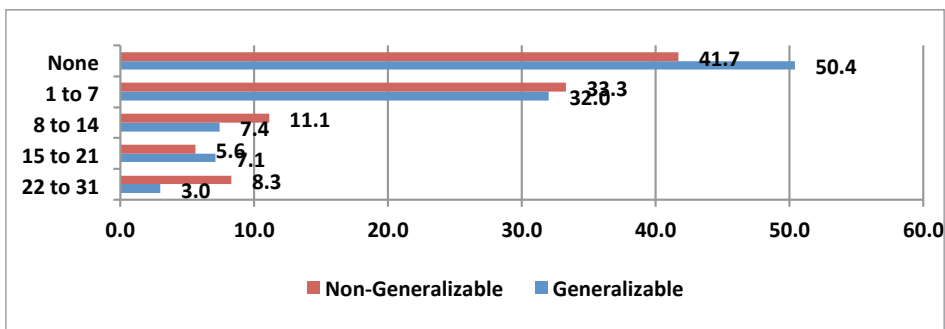
Sanford employs 8,000 people in Fargo-Moorhead, including 500 board-certified physicians and 200 advanced practice providers (APPs).

Key Findings:

Key findings from our primary research indicate that Sanford Fargo is serving a community that

has high concerns about affordable housing, hunger; the cost of long-term care and memory care; the cost and availability of quality child and infant care; bullying among children and youth; the presence of drug dealers, street drugs and alcohol in the community; access to affordable health care and affordable health insurance; cancer, chronic disease, obesity, poor nutrition and physical inactivity; depression, stress, substance abuse; and preventive health regarding flu vaccines.

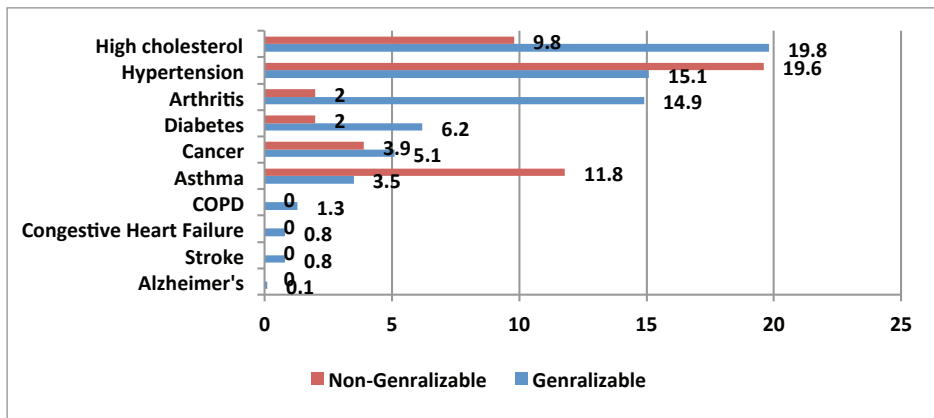
Number of days in the last month that respondents' mental health was not good



49.5% of the generalizable respondents and 58.3% of the non-generalizable respondents reported days in the past month when their mental health was not good. 17.5% of the generalizable respondents and 25% of the non-generalizable respondents reported over 7 days in the past month when their mental health was not good.

Secondary research from the Department of Health in North Dakota indicates that 26% of residents in Cass County binge drink, and the Minnesota Department of Health reports 23% of the residents in Clay County binge drink. (Binge+ 4 for females, and 5 for males on the same occasion).

Whether respondents have any of the following chronic diseases



Implementation Strategies

Priority 1: Hypertension

Goal: Reduce the number of patients with uncontrolled hypertension

Hypertension is a risk factor for cardiovascular disease, and contributes to premature death from heart attack, stroke, diabetes and renal disease. The North Dakota Department of Health reports that 27.7% of the population in Cass County has been told by their provider that they have hypertension.

Strategy:

- Standardize nursing protocol for

blood pressure checks and rechecks. The measurable outcome is the number of patients with blood pressure < 140/90.

Priority 2: Depression

Goal: Improve PHQ-9 scores for patients with depression

Depression is a common but serious illness that can interfere with daily life. Many people with a depressive illness never seek treatment. But the majority, even those with the most severe depression, can get better with treatment. The North Dakota Department of Health reports that

11.9% of residents in Cass County have reported fair or poor mental health days. County Health Rankings for Clay County indicates that 11% of the residents have fair or poor mental health.

Strategy:

- Perform assessments for depression to improve PHQ-9 scores for patients who are diagnosed with depression. The measurable outcome is the percentage of patients with major depression or dysthymia and an initial PHQ-9 score greater than nine whose six-month PHQ-9 score is less than five.





Priority 3: Flu Vaccines

Goal: Increase the number of flu vaccines provided to community members

The CDC states that influenza is a serious disease that can lead to hospitalization and sometimes even death. Every flu season is different, and influenza infection can affect people differently. Even healthy people can get very sick from the flu and spread it to others. The North Dakota Department of Health reports that 33.5% of adults age 65 and older did not receive a flu

vaccine in the past year. Respondents to the CHNA generalizable survey report that 26% of children 18 years and younger did not receive a flu vaccine in the past year.

Strategy:

- Increase the number of flu vaccines provided to community members. The measurable outcomes are the number of flu vaccines given to adults each year and the number of flu vaccines given to the pediatric population each year.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Sanford Obesity Symposium

The first annual Sanford obesity symposium was held in 2014 with over 400 health care professionals from the region and beyond. The purpose of the symposium was to enhance the knowledge and competence of participants by providing an update on the latest research associated with the prevention, treatment and management of obesity. The target audience includes primary care physicians, pediatricians and specialty care providers, advanced practice providers, licensed registered dietitians, nurses, and other interested health care professionals.

Bariatric Center of Excellence

Sanford's Weight Loss Surgery Program is designated as a national Bariatric Center of Excellence and has the designation of Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program Accredited Centers.

Sanford's Weight Loss Surgery Program emphasizes clinical research. Through Sanford's relationship with the Neuropsychiatric Research Institute, the program is one of only six clinical centers in the United States selected by the National Institutes of Health to participate in a bariatric research study known as LABS – short for Longitudinal Assessment of Bariatric Surgery. This study brings together experts in weight loss surgery, obesity research, internal medicine and other related fields to analyze the risks and benefits of weight loss surgery and its impact on patients' health and quality of life and to identify which patients would most likely benefit from weight loss surgery.



Sanford USD Medical Center

Sanford USD Medical Center is 545-bed tertiary medical center in Sioux Falls, SD, providing comprehensive, multi-specialty care for patients from across the Midwest. It is the largest hospital in South Dakota and a Level II Trauma Center serviced by the AirMed air ambulance that extensively covers the vast geographic region.

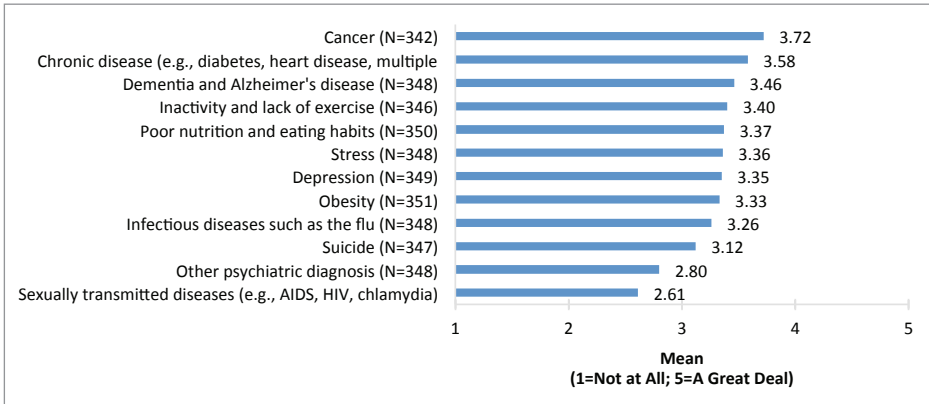
As a provider of highly specialized services, Sanford USD offers Centers of Excellence in heart and vascular, children's services, cancer, neuroscience, trauma, orthopedics and sports medicine, and women's services. It serves as the primary teaching hospital for the Sanford School of Medicine. Sanford employs more than 12,000 people in the Sioux

Falls area, including 500 board-certified physicians and 350 advanced practice providers (APPs) in 80 medical specialties.

Key Findings:

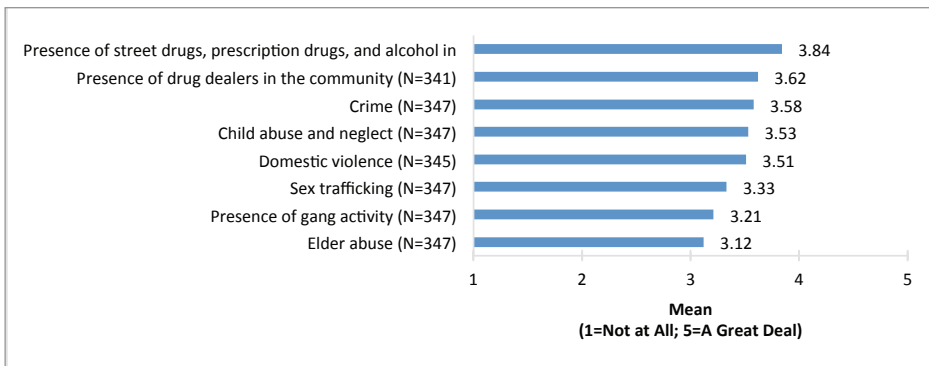
Sanford USD is serving a community that has strong concerns about the cost of long-term care, bullying among children and youth, crime and safety specific to the presence of street drugs and drug dealers in the community, alcohol abuse, child abuse and domestic violence. Community members are also concerned about access to affordable care, health insurance, prescription drugs, cancer, chronic disease, obesity, inactivity and poor nutrition.

**Level of concern with statements about the community regarding
PHYSICAL AND MENTAL HEALTH**



Secondary research found 29% of the population have unmet mental health needs and 65% have unmet alcohol or drug abuse needs. Over 42% of the study sample screened positive for alcohol abuse and 16% are current smokers.

Level of concern with statements about the community regarding SAFETY



Implementation Strategies

Priority 1: Crime/Safety – Pharmaceutical Narcotics in Our Community

Goal: Standardize narcotic prescribing protocols across the enterprise to reduce usage

The Substance Abuse and Mental Health Services Administration (SAMHSA) reports 4.3 million Americans engaged in non-medical use of prescription painkillers each month and 1.9 million Americans met criteria for prescription painkillers use disorder based on their use of prescription painkillers last year.

A number of opioids are prescribed by physicians to relieve pain, including hydrocodone, oxycodone, morphine and codeine. While many people benefit from using these medications

to manage pain, prescription drugs are frequently diverted for improper use. The National Survey on Drug Use and Health (NSDUH) reports that 50.5% of people who misused prescription painkillers got them from a friend or relative for free, and 22.1% got them from a physician.

Strategy:

- Reduce narcotic use across the system by providing alternative pain management methods.
- Implement policies and procedures to address the prescription of narcotics across the health care system.
- Track pain medication prescriptions and identify areas for improvement.

Priority 2: Physical Health – Chronic Disease

Goal: Improve Care of Patients with Overweight or Obesity Diagnosis

Many of the chronic conditions experienced by our patients can be addressed through primary prevention. Weight gain itself has been shown to increase the risk of type 2 diabetes, (Nurses' Health Study), hypertension (NHANES III), gallstones, (NHANES III), osteoarthritis in the knee (Framingham Study and NHANES I), and endometrial cancer (Schottenfield et. Al, 1996). Weight gain is also associated with higher lipid levels, coronary heart disease, cardiovascular disease and premature death from stroke and heart attack (NHLBI, 1998).

Strategy:

- Improve the care of patients with overweight or obesity diagnosis.
- Refer patients who are overweight to internal and external services, including registered dietitians, exercise physiologists and health coaches.
- Study BMI changes.

Goal: Improve Care of Patients with Diabetes

According to the American Diabetes Association, approximately 30 million children and adults have diabetes in the United States. Of those, nearly 95% have type 2 diabetes, a condition characterized by high blood glucose levels caused by either a lack of insulin or the body's inability to use insulin efficiently.





Strategy:

- Provide optimal diabetes care and measure the outcomes for systolic and diastolic blood pressure, LDL cholesterol, Hemoglobin A1C, tobacco use and aspirin use. These outcomes are part of the optimal care recommendations for people living with diabetes.

Goal: Improve Care of Patients with Hypertension

The American Heart Association reports that one in three adults, or approximately 80 million people in the United States, will have high blood pressure (hypertension). Excepting pregnancy, hypertension is the most common reason for adult office visits, and despite the number of resources used to treat hypertension, only about 50% of hypertensive patients are optimally controlled.

Studies show 35 to 60% of health care professionals measure BP incorrectly. Surprisingly, even a small difference in measurement can have a considerable impact on the prevalence of cardiovascular events and life expectancy. Researchers approximate overestimating BP could lead to nearly 30 million Americans receiving inappropriate treatment each year, unnecessarily exposing

them to potential adverse side effects and increased health care costs. On the other hand, measuring BP even 5 mmHg too low will miss as many as 21 million people with hypertension in the U.S. each year.

Strategy:

- Standardize protocol for hypertension and frequent blood pressure monitoring and referral.

Goal: Improve Care of Patients with Ischemic Vascular Disease

According to the American Heart Association, ischemia is a condition in which the blood flow (and thus oxygen) is restricted or reduced in a part of the body. Cardiac ischemia is the name for decreased blood flow and oxygen to the heart muscle.

Ischemic vascular disease is the term given to heart problems caused by narrowed heart arteries. When arteries are narrowed, less blood and oxygen reaches the heart muscle. This is also called coronary artery disease and coronary heart disease. This can ultimately lead to heart attack.

Strategy:

- Address ischemic vascular disease by standardizing protocols for optimal vascular care.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

2013 Assessment Finding: Services Gap for an Aging Population

Sanford solutions:

- Expand nurse-led clinics, including CareSpan (walk-in nurse-run elder care clinics) and foot care clinics to more days per week and additional locations.
- Support professional staff training as facilitators of the Better Choices Better Health classes to help those living with a chronic illness improve their self-management.
- Community education and assistance for advanced directives and care planning.
- Partnerships, support and community collaboration: Active Generations, Arthritis Foundation, Alzheimer’s Association, National Parkinson’s Foundation SD, Moving Day, PD Support Group, Arthritis Support Group, High Noon Education, Advisory Board of Senior Companions, and the Sanford Faith Community Nurses.



Sanford Aberdeen Medical Center

Sanford Aberdeen Medical Center is a 48-bed, state-of-the-art hospital designed to meet the growing health care needs of the Aberdeen region and its communities. Services include emergency care/Level IV trauma center, adult and pediatric care, labor and delivery, critical care, cardiac cath lab, inpatient and outpatient surgical and procedural areas, inpatient and outpatient therapies, laboratory and imaging services.

Sanford Aberdeen Clinic is a multi-specialty clinic attached to the medical center providing family medicine, internal medicine, general surgery, cardiology, interventional cardiology, OB/GYN, nephrology and urology services. A Children's Clinic is also located on site. Satellite clinics integrated with Sanford Aberdeen are located in Ipswich, South

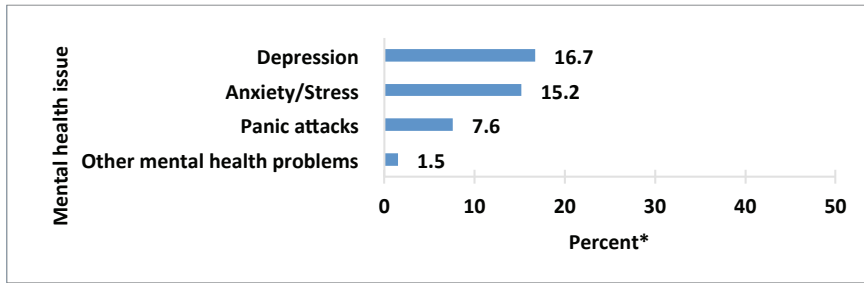
Dakota and Ellendale, North Dakota.

Sanford Aberdeen employs 50 clinicians, including physicians and advanced practice providers and over 450 employees.

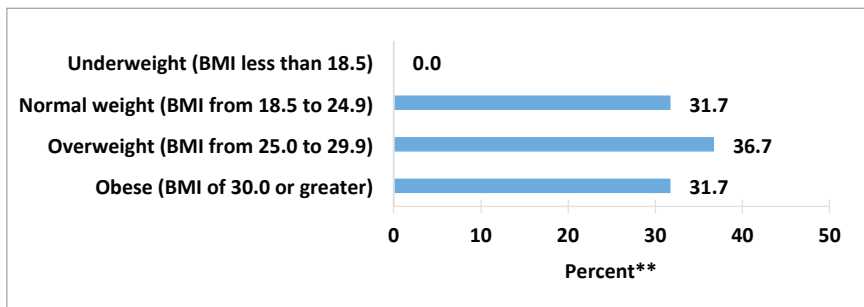
Key Findings:

Sanford Aberdeen is serving a community that has strong concerns for the availability of affordable housing, good water quality, the cost of long-term care and the availability of memory care, bullying, the cost of quality infant care, the presence of drug dealers and street drugs in the community, domestic violence, child abuse, access to affordable health insurance, cancer, inactivity, obesity, chronic disease, poor nutrition, depression, underage substance abuse, dementia and Alzheimer's.

Percentage of respondents who have been told by a doctor or health professional that they have a mental health issue, by type of mental health issue



51% of survey respondents have reported at least 1 day in the past month when their mental health was not good. 17% of respondents have reported having 8 or more days in the past month when their mental health was not good.



Obesity increases the risk for many chronic diseases and conditions. 68.4% of survey respondents report a body mass index that is overweight or obese.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Sanford Aberdeen Health Coaches

Health coaches provide an important service to patients and the community by providing personal one-on-one sessions to help patients identify and set goals related to chronic conditions. Coaches also work closely with the patient’s physician to help chart a successful path toward health and wellness.

Implementation Strategies

Priority 1: Physical Health

Goal: Improve Care of Patients with Obesity Diagnosis

Many of the chronic conditions experienced by our patients can be addressed through primary prevention. Weight gain itself has been shown to increase the risk of type 2 diabetes (Nurses’ Health Study), hypertension (NHANES III), gallstones (NHANES III), osteoarthritis in the knee (Framingham Study and NHANES I), and endometrial cancer (Schottenfield et. Al, 1996). Weight gain is also associated with higher lipid levels, coronary heart disease, cardiovascular disease and premature death from stroke and heart attack (NHLBI, 1998).

Strategy:

- Improve care of patients with obesity diagnosis by referring patients to internal and external services, including registered dietitians, exercise physiologists, and health coaches.
- Provide education to local schools and child care centers about the Sanford Health *fit* initiative, a childhood obesity prevention initiative. *fit* is the only initiative focusing equally on the four key contributing factors to childhood obesity: Food (nutrition), Move (activity), Mood (behavioral health), and Recharge (sleep).

Priority 2: Mental Health

Goal: Improve Care of Patients with Depression Diagnosis

Depression is a common but serious illness that can interfere with daily life. Many people with a depressive illness never seek treatment. But the majority, even those with the most severe depression, can get better with treatment.

Strategy:

- Improve care of patients with depression diagnosis through improving PHQ-9 scores for patients with major depression.
- Continue ongoing education to all health coaches and panel specialists to standardize workflow.



Sanford Bagley Medical Center

Sanford Bagley Medical Center is a 25-bed medical facility located in Bagley, MN. It provides services to people in Clearwater County and the surrounding area. The medical center employs approximately 100 people, including three physicians practicing in the areas of family medicine, internal medicine and pediatrics, and three nurse practitioners practicing in family medicine and emergency medicine.

The medical center is served by a part-time advanced life support ambulance service and provides emergency care and medical-surgical services. Other services offered at Sanford Bagley are cardiac rehab, lab, radiology, respiratory therapy, sleep medicine, pharmacy and

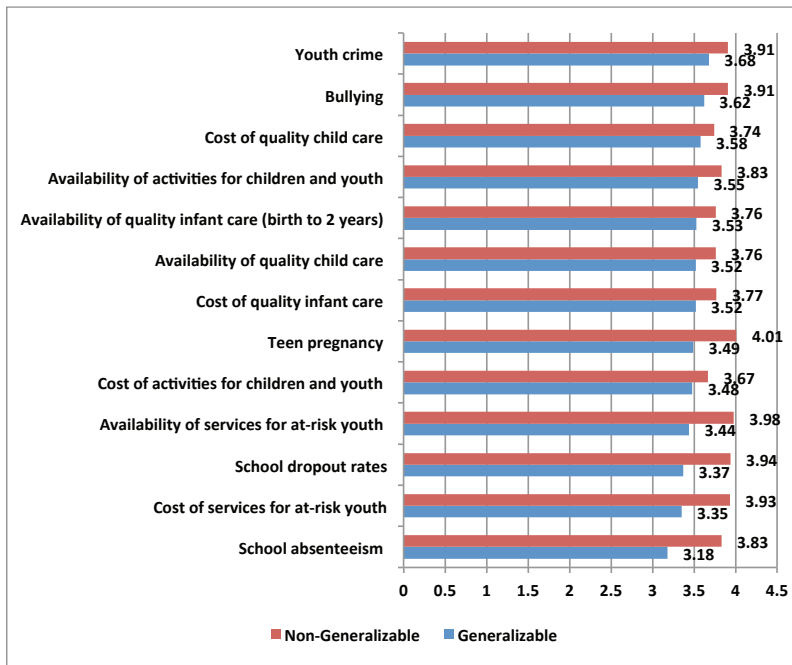
rehabilitation, including physical and occupational therapy. Outreach services bring visiting specialists in mental health, medical/nutrition therapy, sleep medicine, podiatry and orthopedics.

Key Findings:

Sanford Bagley is serving a community that has strong concerns for the availability of affordable housing, the lack of public transportation, the cost and availability of long-term care and memory care, the need for resources to help the elderly stay in their homes, the need for resources for caregivers, and the understanding of advanced directives. Additional concerns that rank high include youth

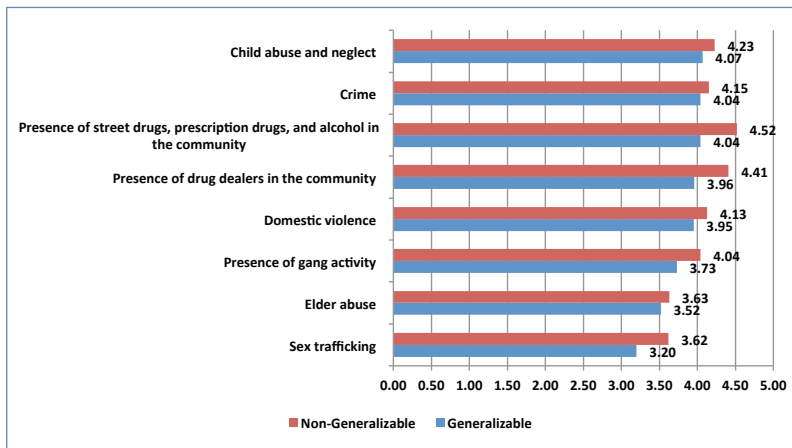
crime, bullying, the availability and cost of quality child care and infant care, teen pregnancy, school dropout rates, absenteeism, the availability of services for at-risk youth, child abuse, elder abuse, domestic violence, gang activity, the presence of drug dealers and street drugs in the community, the lack of safe places for outdoor youth activity, sex trafficking, access to health care and affordable health insurance, cancer, inactivity, obesity, chronic disease, poor nutrition, depression, suicide, underage substance abuse, dementia, Alzheimer's, and the absence of vaccinations.

Level of concern with statements about the community regarding CHILDREN AND YOUTH



Children and Youth: The community stakeholders and the generalizable survey respondents have very high concerns for the children and youth of the community. Teen pregnancy is the highest of concerns, followed by the availability of services for at-risk youth. Every indicator in the children and youth category is a high concern for the community stakeholders.

Level of concern with statements about the community regarding SAFETY



Safety: Safety was the highest of concerns for the respondents of the non-generalizable survey and also ranked very high for the generalizable survey. The presence of street drugs, prescription drugs, and alcohol and drug dealers in the community are the top concerns. Child abuse and neglect, crime and domestic violence, the presence of gang activity, elder abuse and sex trafficking are all concerns that rank high among the survey respondents.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Better Choices, Better Health

The chronic disease self-management Better Choices, Better Health Program is offered free of charge to community members. The program is modeled after Stanford University's chronic disease self-management program. Workshops meet weekly for six weeks and are facilitated by two trained lay leaders, one or both with a chronic condition themselves.

Research has found that after participating in the program, individuals are better able to manage their symptoms, communicate more easily with their doctors, are less limited by the disease, and generally feel better.

Implementation Strategies

Priority 1: Children and Youth

Goal: Raise awareness of services for at-risk youth

According to the American Congress of Obstetricians and Gynecologists, pregnant teens are at higher risk for certain health problems (such as high blood pressure or anemia) than pregnant women who are older. Pregnant teens are more likely to go into labor too early. This is called *preterm* birth. These risks are even greater for teens who are younger than 15 years or for those who do not get prenatal care. Teen pregnancies carry extra health risks to both the mother and the baby. Often, teens don't get prenatal care soon enough, which can lead to problems later on. They have a higher risk for pregnancy-related high blood pressure and its complications. Risks for the baby include premature birth and a low birth weight.

Strategy:

- Create awareness of the services that are available for at-risk youth in the area.
- Leverage Sanford *fit* (an online community health activation initiative created by Sanford Health

that provides engaging programs and resources to kids, families, leaders and role models across numerous settings to promote and activate healthy choices) to schools, child care centers and community organizations. www.Sanfordfit.org

Priority 2: Mental Health/ Behavioral Health

Goal: Improve the availability of resources for children across the community

Mental health is important at every stage of life, from childhood and adolescence through adulthood. According to the National Institute for Mental Health (NIMH), over 41,000 people die by suicide each year in the United States. It is the 10th leading cause of death overall. Suicide is tragic, and it is often preventable. Knowing the risk factors for suicide and who is at risk can help reduce the suicide rate.

Strategy:

- Promote Text4Life suicide prevention.
- Reduce tobacco use.





Sanford Canby Medical Center

Sanford Canby Medical Center is a community-based, 25-bed acute care Critical Access Hospital serving over 6,000 people. The medical center complex includes an attached Rural Health Clinic, skilled nursing facility, senior housing/assisted living facility, dental clinic, home health care service, dialysis unit and wellness center. Sanford Canby also has beds designated for swing bed services and owns its own ambulance service.

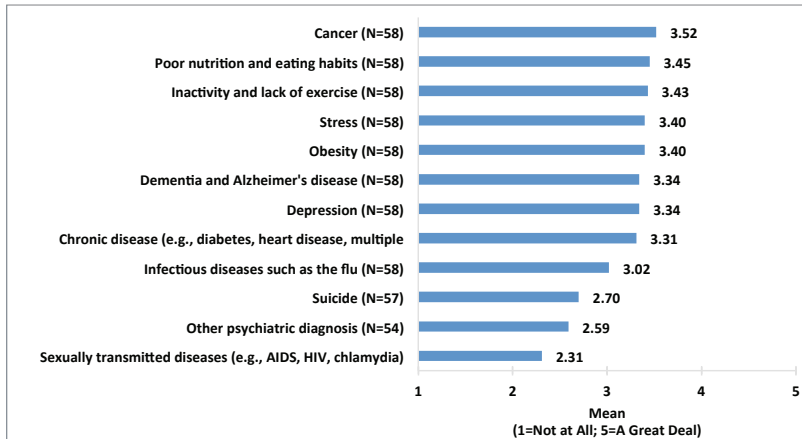
The medical center is located in a medically underserved area, as designated by the Federal Health Resources and Services Administration (HRSA). It serves an increasingly elderly population who are unable to travel distances for routine health care services.

Sanford Canby employs four family medicine physicians, one internal medicine physician, one surgeon, one family nurse practitioner, and 285 employees. Outreach services are provided for cardiology, orthopedics, GI, OB/GYN, ophthalmology and urology.

Key Findings:

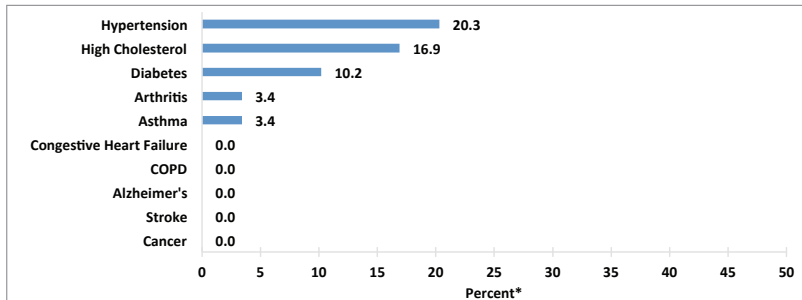
Sanford Canby is serving a community that has strong concerns for the cost of long-term care and the availability of memory care, bullying, the cost of activities for children and youth, the presence of street drugs and alcohol in the community, access to affordable health insurance and the cost of dental and vision insurance, access to affordable prescription drugs, cancer, poor nutrition, inactivity, obesity, chronic disease, stress, depression, dementia and alcohol abuse.

Level of concern with statements about the community regarding PHYSICAL AND MENTAL HEALTH



Physical Health: The top physical health concerns among the community stakeholders are cancer, poor nutrition, inactivity, and obesity. The mental health concerns include stress, depression, Alzheimer's and dementia.

Whether respondents have any of the following chronic diseases



Implementation Strategies

Priority 1: Mental Health/ Behavioral Health

Goal: Reduce the negative effects of stress

Stress can be defined as the brain's response to any demand. Chronic stress, those same nerve chemicals that are life-saving in short bursts, can suppress functions that aren't needed for immediate survival. Problems occur if the stress response goes on too long, such as when the source of stress is constant, or if the response continues after the danger has subsided.

Strategy:

- Increase education and improve awareness of mental health conditions and resources in the community.
- Reduce the negative effects of stress by reorganizing the planning committee to promote healthy lifestyles within the community.

Priority 2: Physical Health

Goal: Reduce the negative health effects of obesity

Being obese increases the risk of diabetes, heart disease, stroke, arthritis, and some cancers. Losing

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Better Balance Program

The Better Balance Program is modeled after the Ottago Balance and Falls Prevention Program. Sanford Canby Medical Center Rehabilitation Services and Wellness Center staff are incorporating this program in the community in the specific patient populations indicated for fall prevention or fall risk. The program is available in the inpatient, outpatient, home health and long-term care settings.

Additionally, Sanford Canby Wellness Center offers a Better Balance class to its members two days per week. The class is approximately 45 minutes in length and incorporates warm-up, strengthening and balance exercises to reduce risk of falls. The program also offers benefits of socialization for participants. There was been an overwhelming response to this program and attendees are compliant and adherent.

even 5 to 10% of weight can delay or prevent some of these diseases.

Strategy:

- Implement Together Canby Can to promote healthy lifestyles.
- Continue implementation of Sanford *fit*.
- Control hypertension in the community.



Sanford Canton-Inwood Medical Center

Sanford Canton-Inwood Medical Center is an 18-bed Critical Access Hospital located in a beautiful rural setting just east of Canton, SD. Through a partnership of Canton-Inwood Memorial Hospital Association and Sanford Health, the community established a health care facility focused on providing quality health care close to home.

Sanford Canton-Inwood employs five clinicians, including physicians and advanced practice providers and over 100 employees.

Key Findings:

Sanford Canton-Inwood is serving a community that has strong concerns for

the availability of affordable housing, the need for good walking and biking trails, the cost of long-term care, resources to help the elderly stay safely in their homes, the cost and availability of activities for seniors, resources for caregivers, cost and availability of activities for children and youth, bullying, the cost and availability of services for at-risk youth, the cost and availability of quality child and infant care, the presence of street drugs and alcohol in the community, the presence of drug dealers in the community, access to affordable health insurance, the use of the emergency department for primary care, chronic disease, inactivity, cancer, obesity, poor nutrition, stress, depression, dementia and Alzheimer's.

Implementation Strategies

Priority 1: Children and Youth

Goal: Provide health and wellness opportunities to area students and families

Being fit is not just about what you eat and drink or how you move. It's about having the right mindset and enough energy to be active and to choose healthy food.

Strategy:

- Implement Sanford *fit* in local schools and child care facilities.

Priority 2: Physical Health

Goal: Increase opportunities to improve physical activity

Many of the chronic conditions experienced by our patients can be addressed through primary

prevention. Weight gain itself has been shown to increase the risk of type 2 diabetes (Nurses' Health Study), hypertension (NHANES III), gallstones (NHANES III), osteoarthritis in the knee (Framingham Study and NHANES I), and endometrial cancer (Schottenfield et. Al, 1996). Weight gain is also associated with higher lipid levels, coronary heart disease, cardiovascular disease and premature death from stroke and heart attack (NHLBI, 1998).

Strategy:

- Develop a wellness challenge.
- Increase participation in the Community Health Fair and Bike Rodeo.
- Create awareness of the Direct Access Lab.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Community Wellness Challenge

Sanford Canton-Inwood is working with community members to create new habits to improve health. For the past three years, Sanford has offered a six-week wellness challenge with opportunities to gain points through a variety of activities and education sessions.

During 2016, the challenge concentrates on eating healthy by using the *choosemyplate.gov* website. A goal of the challenge is to help community members continue to maintain the good habits they learned.





Sanford Chamberlain Medical Center

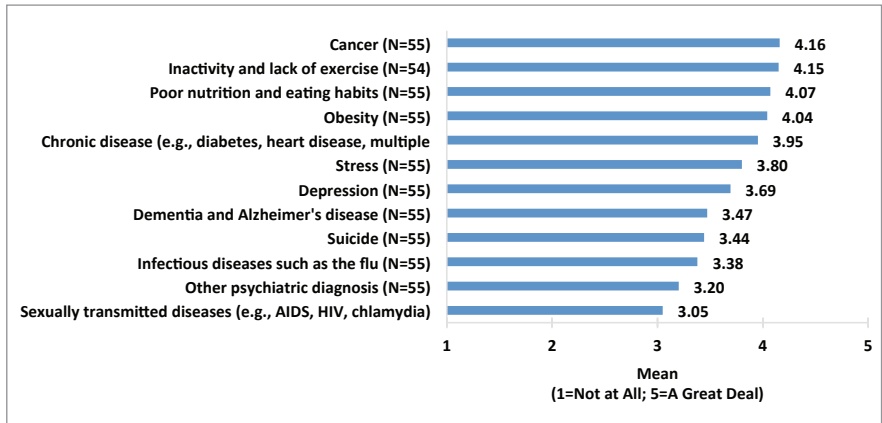
Sanford Chamberlain Medical Center is a 25-bed private room facility that provides a variety of high-quality health care services in the tri-county area of Brule, Buffalo and Lyman counties. Inpatient and outpatient care includes emergency/trauma, therapies, radiology and lab. Other services offered include dialysis, home care and durable medical equipment.

Two clinic sites in Chamberlain and Kimball provide family medicine, behavioral health and OB/GYN services, outreach services, training programs and education resources. Sanford Chamberlain Care Center provides 24-hour nursing care for older adults. Sanford Chamberlain employs five clinicians.

Key Findings:

Sanford Chamberlain is serving a community that has strong concerns for the availability of affordable housing, the presence of street drugs and alcohol in the community, the presence of drug dealers in the community, child abuse and neglect, access to affordable health care, chronic disease, inactivity, cancer, obesity, poor nutrition, STDs, stress, depression, anxiety, substance abuse, bullying, youth crime, high rates of teen pregnancy, and the availability of quality infant and child care.

Level of concern with statements about the community regarding
PHYSICAL AND MENTAL HEALTH



Physical Health: The top physical health concern among the community stakeholders are cancer, inactivity, poor nutrition, obesity and chronic disease.

Mental Health: The top mental health concerns include stress, depression dementia, Alzheimer’s and suicide.

Implementation Strategies

Priority 1: Physical Health

Goal: Fully integrate Medical Home model into Chamberlain and Kimball Clinics

Physical health consists of many components, including rest and sleep, nutrition, physical activity, and self-care. Primary prevention is a way to remain physically healthy.

Strategy:

- Focus on quality measures for patients with diabetes, elevated lipids and asthma.
- Establish a patient advisory council.
- Leverage Sanford *fit* among local school districts.

Priority 2: Mental Health/ Behavioral Health

Goal: Improve access to mental health services

The National Institute of Mental Health states that depression, especially in midlife or older adults,

can co-occur with other serious medical illnesses, such as diabetes, cancer, heart disease, and Parkinson’s disease. These conditions are often worse when depression is present. Sometimes medications taken for these physical illnesses may cause side effects that contribute to depression. Depression, even the most severe cases, can be treated. The earlier that treatment can begin, the more effective it is.

Strategy:

- Integrating Medical Home into the clinics, utilizing the PHQ-9 assessment tool to evaluate for depression.
- Health coaches and a master’s prepared social worker will be dedicated to mental health/ behavioral health services.
- Increase participation in a facilitated support group.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Behavioral Health Services for Rural Central South Dakota

The need for behavioral health services is a high concern for community members in the Chamberlain area. Sanford is meeting the need by providing an on-site counselor and a part-time Behavioral Health Triage Therapist (BH TT) at Sanford Chamberlain Clinic. The BH TT is on-site to assist with crisis assessment and crisis intervention, brief counseling, referral and education services across the continuum of care. Follow-up visits are provided to ensure continuity of care for patients.

The BH TT role is to serve patients as a full member of a patient-centered Medical Home model dedicated to helping patients get well and stay well. Other team members of the core team may include a physician, advanced practice provider, RN health coach, nurse, clinical pharmacist, community health worker, peer support advocate, panel manager, and community partner, all whom work collaboratively to provide the best care to patients.



Sanford Clear Lake Medical Center

Sanford Clear Lake Medical Center is a community-based, 20-bed acute care Critical Access Hospital serving over 4,500 people in Deuel County in southeastern South Dakota. The nearest tertiary center is in Sioux Falls, SD, approximately 100 miles to the south. The medical center is located in a medically underserved area with high infant mortality, poverty and an elderly population.

Sanford Clear Lake Medical Center offers 24-hour emergency room services, and has an attached Rural Health Clinic with one full-time provider and one full-time nurse practitioner. Other services include home health care, community health and an off-site wellness center. Sanford Clear Lake

has an active outreach program to provide same day outpatient surgery, cardiac rehab and other cardiology services, therapies, podiatry, nephrology, psychology, radiology and lab.

Key Findings:

Sanford Clear Lake is serving a community that has strong concerns for the cost of long-term care and the availability of resources to help seniors stay in their homes, the availability and cost of activities for children and youth, bullying, the presence of street drugs and alcohol in the community, affordable insurance, chronic disease, cancer, obesity, inactivity, poor nutrition, substance abuse, stress depression, dementia and Alzheimer's.

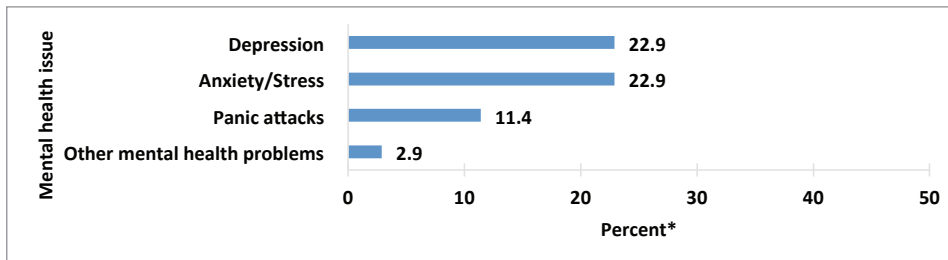
Whether or not respondents have had preventive screenings in the past year, by type of screening

Type of screening	Percent of respondents		
	Yes	No	Total
GENERAL SCREENINGS			
Blood pressure screening (N=33)	90.9	9.1	100.0
Blood sugar screening (N=33)	75.8	24.2	100.0
Bone density test (N=33)	12.1	87.9	100.0
Cardiovascular screening (N=33)	21.2	78.8	100.0
Cholesterol screening (N=33)	66.7	33.3	100.0
Dental screening and X-rays (N=32)	78.1	21.9	100.0
Flu shot (N=32)	78.1	21.9	100.0
Glaucoma test (N=32)	46.9	53.1	100.0
Hearing screening (N=31)	9.7	90.3	100.0
Immunizations (N=30)	40.0	60.0	100.0
Pelvic exam (N=27 Females)	66.7	33.3	100.0
STD (N=32)	12.5	87.5	100.0
Vascular screening (N=32)	9.4	90.6	100.0
CANCER SCREENINGS			
Breast cancer screening (N=27 Females)	66.7	33.3	100.0
Cervical cancer screening (N=28 Females)	60.7	39.3	100.0
Colorectal cancer screening (N=32)	28.1	71.9	100.0
Prostate cancer screening (N=5 Males)	60.0	40.0	100.0
Skin cancer screening (N=33)	24.2	75.8	100.0

Physical Health: Preventive health care promotes the detection and prevention of illness and disease and is another important component of good health and well-being. Community results indicate that within the past year, the majority of respondents had a blood pressure screening, blood sugar screening, cholesterol screening, and dental screening.

There are many screenings and tests that a majority of respondents did not receive (i.e., bone density test, cardio screening, glaucoma test, hearing screening, immunizations, STD test, vascular screening, colorectal cancer screening, and skin cancer screening) in the past year. Many tests and screenings may be conditional upon guidelines, which can be age sensitive/appropriate.

Whether or not respondents have had preventive screenings in the past year, by type of screening



DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Preventive Health

The vision of Sanford Clear Lake is to create the healthiest community through exceptional health care and inspiring a passion for wellness. Preventive health screenings are an affordable and effective way to identify hidden disease risk. For many people, getting screened is the first step in early intervention to prevent potential health events later in their lives. It helps people understand their risks so that they can consult with their doctors and take the right steps towards a healthier future.

When a patient is admitted to Sanford Clear Lake Medical Center, a task force works individually with every patient in:

- Setting up no-cost Lifeline.
- Determining if there is a need for Home Health or services to assist the individual in their home (cooking, cleaning, medication set-up etc.).
- Lining up Meals on Wheels or informing patients/families of other services available (frozen meals).
- Assessing the patient to determine if they would benefit from an outpatient therapy program.
- Referring the patient to a health coach if there is an identified need.
- Addressing preventive screenings that may be overdue which include but are not limited to:
 - colorectal screening
 - mammograms
 - vaccinations
 - diabetic foot care
 - cardiovascular heart screenings



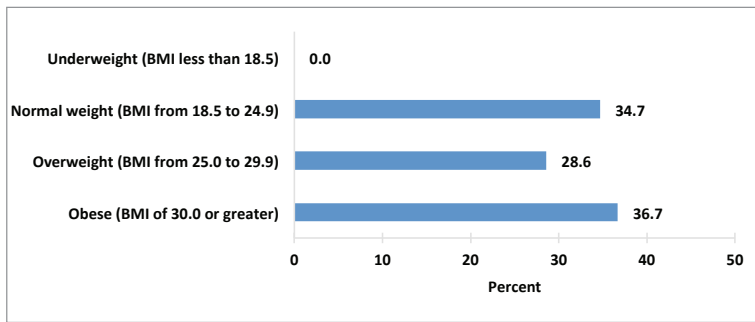
Sanford Hillsboro Medical Center

Sanford Hillsboro includes a 16-bed Critical Access Hospital, two provider-based Rural Health Clinics, a 36-bed long-term care facility, and 16 assisted living units. The medical center employs approximately 130 people, including two family medicine physicians and a physician assistant. Services available at Sanford Hillsboro include 24/7 emergency care, general acute care, physical, occupational and speech therapy, radiology, IV therapy, lymphedema management, nutrition consultation, respite care, bariatrics, pathology and ambulance services.

Key Findings:

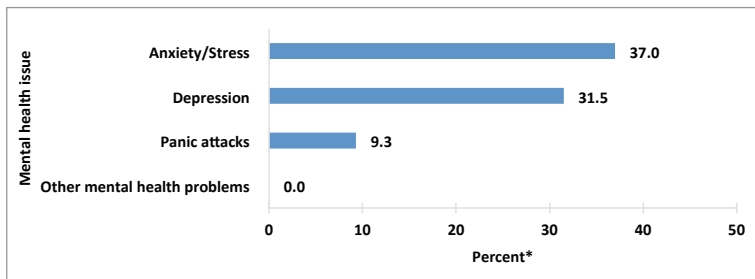
Sanford Hillsboro is serving a community that has strong concerns for the aging population and the cost of long-term care and the availability of memory care; bullying among children and youth; the cost and availability of activities for children and youth; the lack of seat belt use; the presence of street drugs and alcohol in the community; access to affordable health, vision and dental insurance and access to affordable prescription drugs; cancer; poor nutrition; inactivity; obesity; chronic disease; stress; depression; dementia, Alzheimer's, and preventive immunizations and flu vaccines.

Respondents' weight status based on the Body Mass Index (BMI)* scale



65.3% of respondents report a BMI that is overweight or obese

Percentage of respondents who have been told by a doctor or health professional that they have a mental health issue, by type of mental health issue



37% of respondents have been told or diagnosed by a doctor or health professional that they have anxiety or stress and 31.5% have been told they have depression.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Senior Outreach

Sanford Hillsboro is creating a medical center without walls with outreach to the nine senior citizen centers in the area. Sanford therapy professionals provide presentations about physical exercise and nutrition. Sanford also addresses chronic disease and how to effectively manage chronic disease to stay healthy and active.

Implementation Strategies

Priority 1: Physical Health in the Community

Goal: Provide online *fit* program for children and parents in the community

The World Health Organization, the U.S. Dept. of Health and Human Services, and other authorities recommend that for good health, adults should get the equivalent of two and a half hours of moderate-to-vigorous physical activity each week. Children should get even more, at least one hour a day.

Strategy:

- The Sanford *fit* program is available to all classroom teachers and

includes four areas of focus: nutrition, activity, behavioral health and sleep. The program is available to promote healthy lifestyles in homes, schools, and daycares.

- The therapy department and the local wellness center will develop exercise programs (walking clubs, biking clubs, fitness challenges) for the community.

Priority 2: Depression

Goal: Improve PHQ-9 scores for patients with depression

Depression is a common but serious illness that can interfere with daily life. Many people with a depressive illness never seek treatment. But the

majority, even those with the most severe depression, can get better with treatment. The North Dakota Department of Health reports that 14% of residents in Traill and Steele counties have reported fair or poor mental health days.

Strategy:

- Improve PHQ-9 scores for patients with depression.
- Provide education on workflow to all health coaches and panel specialists to standardize workflow.
- Provide a directory of services for community members.



Sanford Jackson Medical Center

Sanford Jackson Medical Center is a 20-bed hospital serving people in Jackson County and the surrounding area. It provides 24/7 emergency care with an on-site heliport for transporting critically ill patients to a tertiary medical center when needed.

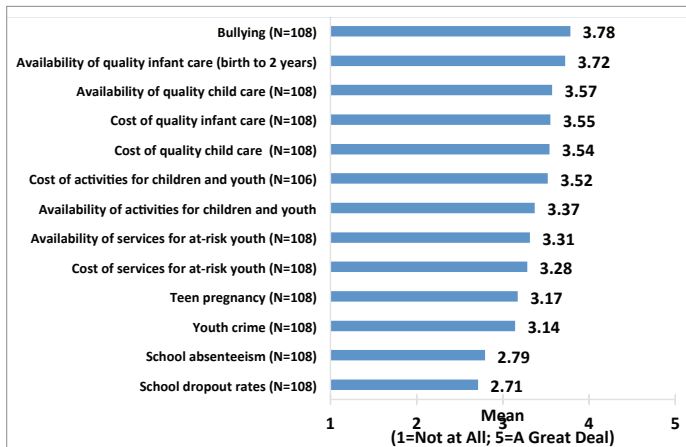
A variety of surgical procedures are performed daily in the surgical suite at Sanford Jackson Medical Center, including orthopedic surgery. Laboratory and X-ray services are available 24 hours a day, with staff serving both the hospital and the attached medical clinic. Clinic services include family medicine, cardiology, orthopedics, OB/GYN and oncology.

Sanford Jackson employs five clinicians, including physicians and advanced practice providers, and 65 employees.

Key Findings:

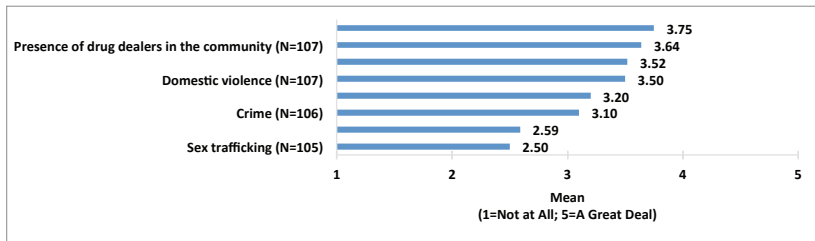
Sanford Jackson is serving a community that has strong concerns about affordable housing, the cost of long-term care and the availability of memory care, bullying and the availability of quality infant care, the presence of street drugs and alcohol in the community, access, cancer, inactivity, chronic disease, obesity, poor nutrition, depression, stress, and substance abuse.

Level of concern with statements about the community regarding CHILDREN AND YOUTH



Children and Youth: Among children and youth concerns, respondents were most concerned about bullying and the availability of quality infant care. Respondents were least concerned with school absenteeism and school dropout rates.

Level of concern with statements about the community regarding SAFETY



Safety: Respondents feel the presence of street drugs, prescription drugs and alcohol in the community and the presence of drug dealers in the community are of greatest concern in relation to safety. Least concern is in relation to sex trafficking and the presence of gang activity.

Implementation Strategies

Priority 1: Children and Youth

Goal: Leverage Sanford *fit* program to schools and daycares

Cost of activities for children and youth were ranked 3.52 on the Likert scale of 1-5. Children in poverty in Jackson County are 14% (compared to 14% for Minnesota) and children in single parent households are 24% (compared to 20% nationally). Sanford has prioritized children and youth with a projected impact on cost of activities for children and youth by utilizing Sanford's *fit* initiative. Through *fit*, we are actively working

to promote healthy lifestyles in homes, schools, daycares and the community through technology and engaging programs.

Strategy:

- Present Sanford *fit* to local schools.
- Utilize Sanford *fit* program tools at Family Fun Night and Tri for Health.

Priority 2: Mental Health

Goal: Reduce drug use and abuse

Underage drug use and abuse was identified as a concern and scored 3.91 on the Likert scale of 1-5. Drug use and abuse scored 3.78 on the same scale.

Strategy:

- Provide education to the community on the topic of the Take Back program.
- Research the availability of the mobile mental health unit in Jackson County.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Public Health Education Partnership

Sanford Jackson shared CHNA findings with key stakeholders in the community and with leadership at the high school. A public health nurse met with the Health Education teachers and reviewed curriculum and now provides an educational presentation to ninth and tenth grade students on sexually transmitted infections and birth control.

Sanford Jackson Medical Center staff participate in the Community Action Team that is facilitated by the Family Services Network and Dr. Ikoghode is a resource to the Western Community Action Program, "Generation", which is an after school program for girls.



Sanford Luverne Medical Center

Sanford Luverne Medical Center is a 25-bed Critical Access Hospital that provides inpatient, acute and long-term care to over 10,000 residents of Rock County and portions of Murray, Nobles and Pipestone counties in southwest Minnesota. The nearest tertiary care center, Sanford USD Medical Center, is approximately 35 miles to the west in Sioux Falls, SD.

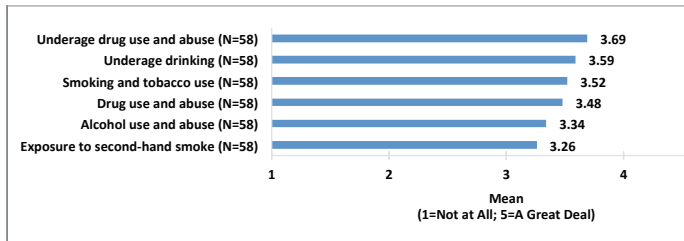
Sanford Luverne offers a broad range of outpatient services. Specialty physicians provide outreach services on a twice-monthly or monthly basis in areas such as general and specialized surgery, allergy/asthma, cardiology, oncology, ophthalmology, otolaryngology, radiology, urology, obstetrics/gynecology, pathology,

orthopedics, vascular and pulmonology. Sanford Luverne employs 9 clinicians, including physicians and advanced practice providers, and over 250 employees.

Key Findings:

Sanford Luverne is serving a community that has strong concerns for the cost of long-term care and the availability of memory care, the availability of quality child and infant care, the presence of street drugs and alcohol in the community, access to affordable health insurance, cancer, chronic disease, inactivity, poor nutrition and obesity, underage substance abuse, stress, and preventive health vaccines and immunizations.

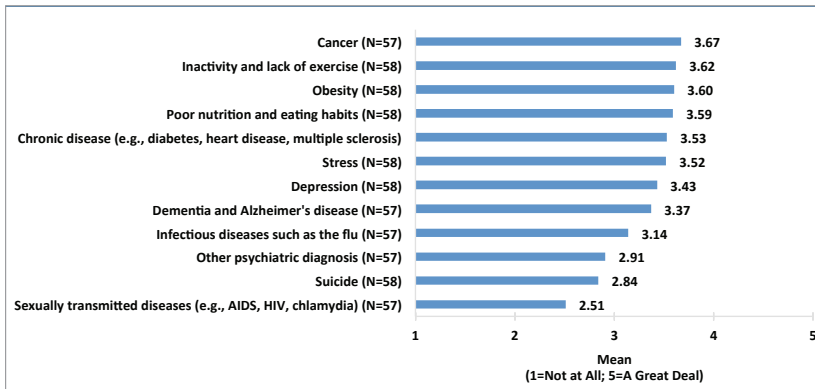
Level of concern with statements about the community regarding SUBSTANCE USE AND ABUSE



Mental Health/Behavioral Health: The top behavioral health concerns are underage drug use and abuse, underage drinking and tobacco use.

Sanford screens patients for depression on admission to the emergency department. Behavioral health services are embedded into the clinic. Primary care providers refer to mental health providers and there is a behavioral health triage therapist to access and refer for services.

Level of concern with statements about the community regarding PHYSICAL AND MENTAL HEALTH



Physical Health: The top physical health concern among community stakeholders is chronic disease. Inactivity, cancer and obesity are also ranked as high concerns.

Implementation Strategies

Priority 1: Physical Health

Goal: Improved MN Community Measures Scores for identified chronic diseases

Chronic diseases are among the most common, costly and preventable of health problems. According to the Centers for Disease Control and Prevention (CDC), about 50% of all adults or over 117 million people have one or more chronic health conditions. One in four adults have two or more chronic health conditions (2012 data).

Strategy:

- Monitor disease registry and identify gaps for additional needs.

- Provide community education to encourage healthy eating.
- Explore options to increase the availability of dental services that accept MA.
- Engage community in wellness activity.

Priority 2: Mental Health/ Behavioral Health

Goal: Enhance access to mental health and substance abuse

Substance abuse is a mental health disorder, as defined by the *Diagnostic and Statistical Manual of Mental Disorders*, 4th edition (DSM-IV), and can stem from mental health concerns.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Collaborating with Community Leaders

Understanding that wellness is multi-faceted, Sanford Luverne is utilizing its experts in nutrition, behavioral health, integrative medicine, chronic disease management, and physical health to improve the lives of patients.

Sanford Luverne is focused on wellness and prevention, and has developed programs internally and partnered with external agencies, the Luverne community, Chamber, and area businesses and organizations to create a healthier community.

Strategy:

- Expand access to behavioral health triage therapist (BHTT).
- Chemical dependency program will actively work with county drug court program.
- Chemical dependency providers and BHTT partnership will provide education to schools and other agencies to promote improved mental health and decrease substance abuse.



Sanford Mayville Medical Center

Sanford Mayville is a 25-bed Critical Access Hospital serving Traill and Steele counties with 10 acute care beds designated for swing bed (short-term) patients.

The medical center employs 77 people, including two physicians practicing in the areas of family medicine, internal medicine and pediatrics, and two nurse practitioners.

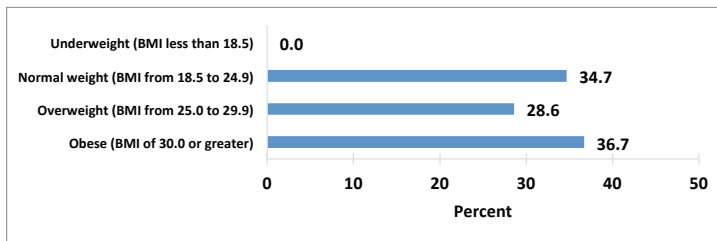
The medical center provides emergency medicine, adult trauma and surgery, including eye, general, urologic and endoscopic procedures. Other services include lab, cardiac rehab, physical therapy, OT, radiology, respiratory therapy, pharmacy, EKG, speech therapy, sleep studies and psychiatry.

Key Findings:

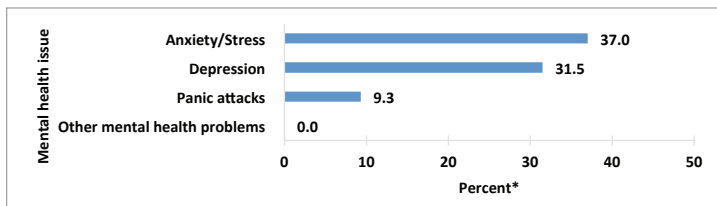
Sanford Mayville is serving a community that has strong concerns for the aging

population and the cost of long-term care and the availability of memory care; bullying among children and youth; the cost and availability of activities for children and youth; the lack of seat belt use; the presence of street drugs and alcohol in the community; access to affordable health, vision and dental insurance and access to affordable prescription drugs; cancer; poor nutrition; inactivity; obesity; chronic disease; stress; depression; dementia, Alzheimer's; and preventive immunizations and flu vaccines. Survey respondents have high levels of concern for physical and mental health issues. The top concerns are cancer and chronic disease. Additional high ranking concerns include inactivity and lack of exercise, obesity, and poor nutrition. Stress and depression rank the highest concerns for mental health.

Respondents' weight status based on the Body Mass Index (BMI)* scale



Percentage of respondents who have been told by a doctor or health professional that they have a mental health issue, by type of mental health issue



Implementation Strategies

Priority 1: Physical Health in the Community

Goal: Improve the availability of programs for nutrition education

Obesity and inactivity are closely linked. Keeping active can help people stay at a healthy weight or lose weight. It can also lower the risk of heart disease, diabetes, stroke, high blood pressure, osteoporosis, and certain cancers, as well as reduce stress and boost mood. Inactive (sedentary) lifestyles do just the opposite.

Strategy:

- Establish nutrition education materials and create a nutrition education program.
- Work with local government, public schools and university to develop city-wide walking trails.
- Develop exercise programs for the community.
- Assure that Sanford Health *fit* program is available to all classroom teachers and includes four areas of focus: nutrition, activity, behavioral health and sleep. The program is

available to promote healthy lifestyles in homes, schools and daycares.

Priority 2: Depression

Goal: Improve PHQ-9 scores for patients with depression

Depression is a common but serious illness that can interfere with daily life. Many people with a depressive illness never seek treatment. But the majority, even those with the most severe depression, can get better with treatment. The North Dakota Department of Health reports that 14% of residents in Traill and Steele counties have reported fair or poor mental health days.

Strategy:

- Develop Sanford My Chart capabilities for depression assessment.
- Provide education on workflow to all health coaches and panel specialists to standardize work flow.
- Update directory of available resources.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Top 20 Best Practice Hospitals in the Country

Sanford Mayville has achieved recognition as one of the 20 highest ranked Critical Access Hospitals in the country by the National Rural Health Association based on market, value-based and financial measures.

Additionally, Sanford Mayville is considered a best practice in the Quality INDEX – Hospital Compare Process for Care Measures, and the Patient Perspectives INDEX–Hospital Compare Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) measures.



Sanford Rock Rapids Medical Center

Sanford Rock Rapids Medical Center is a 16-bed Critical Access Hospital serving Lyon County, Iowa with its primary service area including Rock Rapids, George, Little Rock, Lester, Alvord and Doon, and its secondary service area including Larchwood, Steen (MN) and Ellsworth (MN).

Sanford Rock Rapids includes the medical center, Sanford Rock Rapids Clinic, Sanford George Clinic, and Sanford Rock Rapids Fitness Center. Services include emergency/trauma, cardiology and surgery.

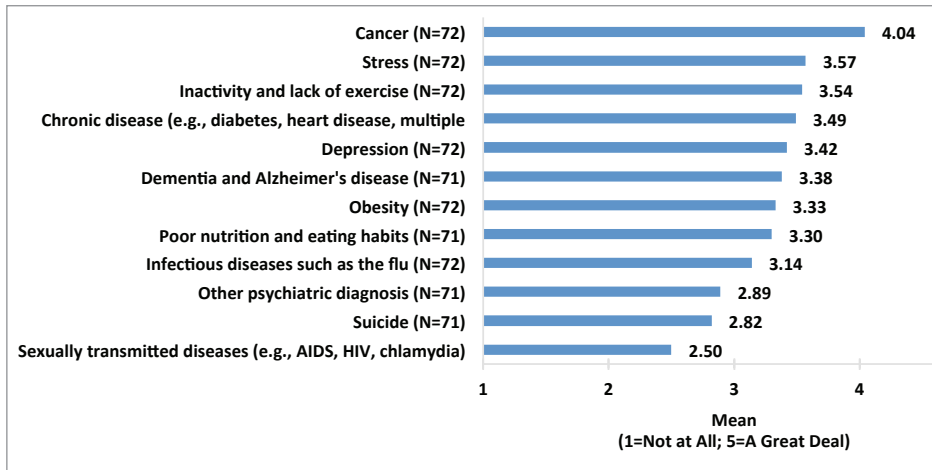
Sanford Rock Rapids employs five clinicians, including physicians and advanced practice providers, and over 100 employees. Sanford Rock Rapids Clinic and Sanford George Clinic provide family medicine services. Sanford Rock Rapids Fitness Center offers members 24-hour access to meet their various wellness needs.

Key Findings:

Sanford Rock Rapids is serving a community that has strong concerns for the availability of affordable housing; the cost of long term care; the availability of memory care;

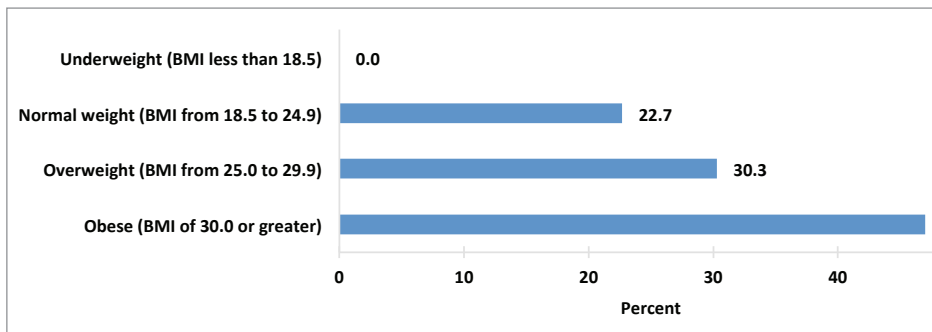
the availability of resources to help elderly stay in their home; bullying among children and youth; the availability and cost of quality infant and child care; the presence of street drugs and alcohol in the community; access to affordable health insurance; access to affordable prescription drugs and affordable health care; the cost of affordable dental and vision insurance; cancer; inactivity; chronic disease; stress; substance abuse; depression; and preventive health to address flu vaccines and immunizations.

**Level of concern with statements about the community regarding
PHYSICAL AND MENTAL HEALTH**



Sanford screens patients for depression on admission to the emergency department. Behavioral health services are embedded in the clinic. Primary care providers refer to mental health providers and Sanford continues to work in partnership with the NWCC multidisciplinary group that is comprised of law enforcement, behavioral health, hospitals and providers.

Respondents' weight status based on the Body Mass Index (BMI) scale



77.3% of the key stakeholders report a BMI that is overweight or obese.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Community Partnerships Promote Health

Sanford Rock Rapids continues to focus on improving the physical health of the community through chronic disease management and preventive health measures. Sanford Rock Rapids is proud to partner with Health Services of Lyon County, area schools, and other community partners to enhance the health of the community.

Implementation Strategies

Priority 1: Mental Health/ Behavioral Health /Safety

Goal: Improve access to mental health and substance abuse resources

Substance abuse is also a mental health disorder, as defined by the *Diagnostic and Statistical Manual of Mental Disorders*, 4th edition (DSM-IV), and can stem from mental health concerns.

Strategy:

- Expand access to behavioral health triage therapists (BH TT).
- Health coach will partner with mental health resources to triage patients to appropriate providers.
- Engage a community collaborative to improve access.
- Partnership with Health Services of Lyon County and local mental health providers to provide education at the schools and decrease substance abuse.
- Provide community education on stress management and other mental health topics.

Goal: Enhanced availability and access to resources to allow the elderly to stay safe in the home

The current growth in the number and proportion of older adults in the United States is unprecedented in our nation’s history. By 2050, it is anticipated that Americans aged 65 or

older will number nearly 89 million people, or more than double the number of older adults in the United States in 2010.

Strategy:

- Work with local long-term care and hospitals on discharge to home options available for patients to ensure independence and safety at home.
- Pharmacist will be engaged in medication instruction to ensure proper usage.

Priority 2: Physical Health

Goal: Improvement in the MN Community Measure Scores for identified chronic disease

Chronic diseases are among the most common, costly and preventable of health problems. According to the Centers for Disease Control and Prevention (CDC), about 50% of all adults or over 117 million people have one or more chronic health conditions. One in four adults have two or more chronic health conditions (2012 data).

Strategy:

- Focus on disease registry and identify gaps for evolving needs.
- Pharmacist will provide 1:1 education to impact medication management.
- Provide education opportunities for community members to address healthy eating.





Sanford Sheldon Medical Center

Sanford Sheldon Medical Center is a 25-bed Critical Access Hospital providing inpatient, acute and long-term care. It also offers a broad range of outpatient services at Sanford Sheldon Clinic, Sanford Health Boyden Clinic, Sanford Health Sanborn Clinic and Sanford Hartley Clinic.

Sanford Sheldon provides health care services to over 10,000 residents of O'Brien County and portions of Sioux, Osceola and Lyon counties in northwest Iowa. The nearest tertiary care centers are Mercy Medical in Sioux City, Iowa, and Sanford USD Medical Center, which is approximately 70 miles west.

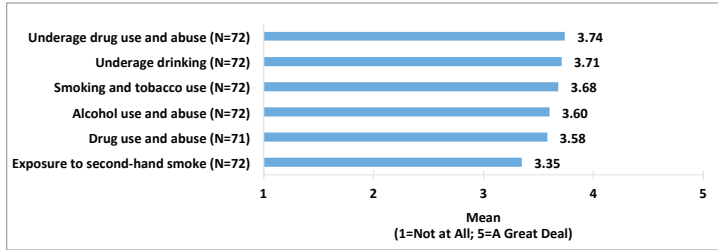
Sanford Sheldon employs nine medical clinicians (physicians and APPs) and 317 employees. As a member of the Sanford Health Network, Sanford Sheldon offers consulting medical specialists who provide outreach services on a regular basis in areas including general and specialized surgery, cardiology, otolaryngology, urology, obstetrics/gynecology, orthopedics, vascular and podiatry.

Key Findings:

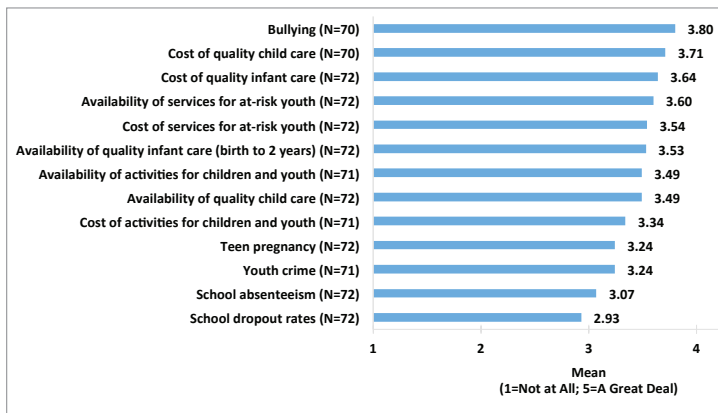
Sanford Sheldon is serving a community that has strong concerns for children and youth in regard to bullying, services for at-risk youth, and the cost and availability of quality

infant and child care. Aging concerns include the cost of long-term care. Additional concerns that rank high among community members include the presence of street drugs and alcohol, child abuse and neglect, domestic violence, the use of the emergency department for primary care, access to affordable health insurance, access to specialists and other providers, the availability of non-traditional hours, cancer, chronic disease, obesity, poor nutrition, inactivity, underage substance abuse, depression, dementia, Alzheimer's, and preventive health regarding flu vaccines.

**Level of concern with statements about the community regarding
SUBSTANCE USE AND ABUSE**



**Level of concern with statements about the community regarding
CHILDREN AND YOUTH**



Implementation Strategies

**Priority 1: Mental Health/
Behavioral Health**

Goal: Improve access to mental health providers

Behavioral health care in the U.S. is generally harder to access than other health services, due to factors like a shortage of qualified behavioral health providers and coverage limits by public and private payers.

Behavioral health triage therapists perform assessments and make appropriate referrals for care.

Strategy:

- Recruit and hire a behavioral health triage therapist.

Priority 2: Children and Youth

Goal: Provide a more structured environment for youth

Being unsupervised between the hours of 3-6 p.m. is linked to higher rates of juvenile crimes and experimentation with risky behaviors like underage drinking and drugs. In contrast, participating in quality after school care programs can provide many benefits, such as increased social-emotional skills.

Strategy:

- Provide after school programming for youth.
- Reopen roller rink.

Goal : Expand community daycare infant capacity

Strategy:

- Support expansion of daycare with a capital donation.
- Continue to provide education classes for students and parents.

**DEMONSTRATING IMPACT –
ADDRESSING THE NEEDS**

**Sanford Sheldon Offers
Healthy Eating Initiative**

Sanford Sheldon is engaged in creating a healthier lifestyle for community members by partnering with the local farmer’s market to demonstrate fresh ideas with the local produce.

A Sanford dietitian and nutrition manager select fresh produce each Friday at the local farmer’s market. Recipes are developed internally by this team based on the produce selected. During the farmer’s market on the following Monday, the recipes are given out and those who attend are provided samples of the fresh and healthy food options as well as a chance to observe a demonstration on how to prepare healthy foods.



Sanford Thief River Falls Medical Center

Sanford Thief River Falls Medical Center is a state-of-the-art, 25-bed Critical Access Hospital and attached multi-specialty provider-based clinic serving people in Pennington and surrounding counties. The \$60 million medical center campus opened in 2014.

Sanford Thief River Falls Medical Center is equipped with the most advanced technology and includes emergency and urgent care rooms, labor, delivery and postpartum suites, medical, surgical and intensive care and operating rooms. More than 30 medical specialties are offered so patients and families don't have to travel far to get expert care. Expanded services are available in cardiology, ear, nose and throat, gastroenterology, cancer, neurology, nephrology,

neuropsychology, oncology, orthopedic surgery, pediatrics, urology and more. Sanford participates and leads in many health care education and training opportunities throughout the community and has a community wellness center.

Inpatient and outpatient behavioral health services are available at a separate facility in downtown Thief River Falls.

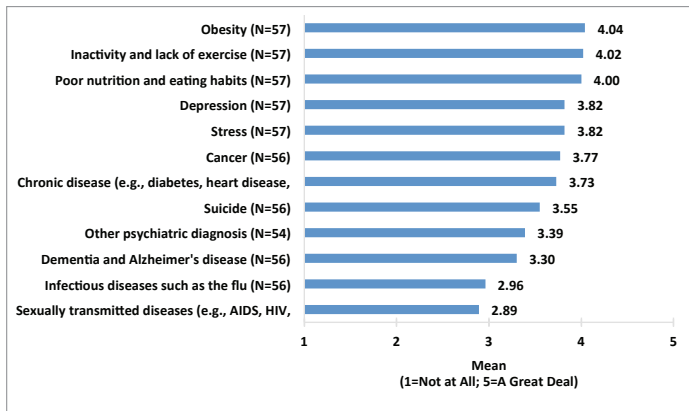
Sanford Thief River Falls employs 45 clinicians, including physicians and advanced practice providers, and over 600 employees.

Key Findings:

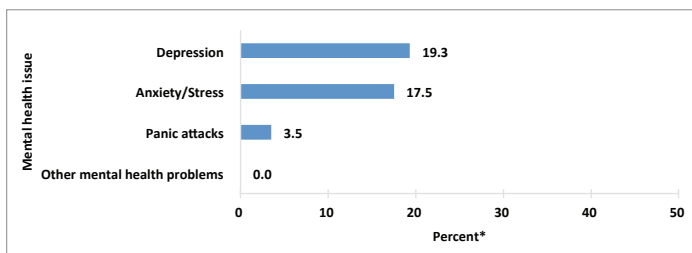
Key findings from our primary research indicates that Sanford Thief River Falls is serving a community

that has strong concerns for the availability of affordable housing, the lack of good walking paths and biking trails, the cost and availability of quality infant and child care, bullying, the cost and availability of activities for children and youth, teen pregnancy, the cost of long-term care and the availability of memory care, resources to help the elderly stay in their homes, the presence of street drugs and alcohol in the community, the presence of drug dealers, domestic violence, access to affordable health insurance, prescription drugs, health care and dental insurance, the availability of non-traditional hours, the use of the emergency room for primary care, cancer, chronic disease, obesity, poor nutrition, inactivity, depression, stress, suicide, substance abuse, and preventive health.

Level of concern with statements about the community regarding PHYSICAL AND MENTAL HEALTH



Percentage of respondents who have been told by a doctor or health professional that they have a mental health issue, by type of mental health issue



Implementation Strategies

Priority 1: Mental Health/ Behavioral Health

Goal: CMS certification of Sanford Medical Center

Access to mental/behavioral health care includes the ability to gain entry into a health system or provider service. Access can include the availability of health care providers and a workforce available to address the needs. Limited access can challenge the ability to receive appropriate levels of care and may pave the way to the utilization of higher cost entry points into the system through the emergency room.

Strategy:

- Prepare for the certification survey.
- Develop a partial hospitalization program.
- Develop partnerships with regional behavioral health organizations.

Priority 2: Physical Health

Goal: Expand wellness center and develop a community center

Physical health is defined by the World Health Organization (WHO) as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. Community members participating in the community health needs assessment survey indicated that obesity, inactivity and poor nutrition are top concerns for physical health.

Strategy:

- Develop a kids fitness area in the existing wellness center.
- In partnership with community organizations, develop a community center model that meets the fitness needs of the community.
- Provide Sanford *fit* to local schools and daycares.
- Enroll patients in Medical Home and provide enhanced education on wellness, nutrition, exercise, etc.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Profile

Profile by Sanford is a comprehensive weight-loss program developed by Sanford Health researchers and physicians. The Profile system features nutritious meal plans and products, one-on-one coaching, and smart tracking technology to help people lose weight the healthiest way possible.

Profile opened its first store in 2012 in Sioux Falls and has quickly grown to 25 locations in 10 states with 300 employees. It is available as a franchise business. Growth was accompanied by enhanced food options, including noodles, soups, pizza, salad dressings and unique entrees.

Profile uses state-of-the-art technology to simplify the weight-management process. Activity trackers, smart scales, blood-pressure monitors, pedometers and digital tape measures use wireless technology to seamlessly report valuable information to web and mobile applications and back to Profile coaches between visits. Members can work with coaches exclusively over technology if they desire.

Profile currently has 50,000 members located in virtually every state of the U.S. and three countries. In three years of business, Profile members have lost over one million pounds.



Sanford Tracy Medical Center

Sanford Tracy Medical Center is a 25-bed Critical Access Hospital located in Lyon County in southwest Minnesota. Since 2001 Sanford Tracy has enjoyed a collaborative relationship with Sanford Westbrook Medical Center. As neighboring communities, these two health care facilities share executive leadership and managerial staffing in the areas of radiology, laboratory, human resources and marketing/community relations. The efficiency and cost effectiveness of these shared resources allows each facility to redirect valuable time, energy and financial assets into direct patient care. The two Critical

Access Hospitals provide services for approximately 9,400 people.

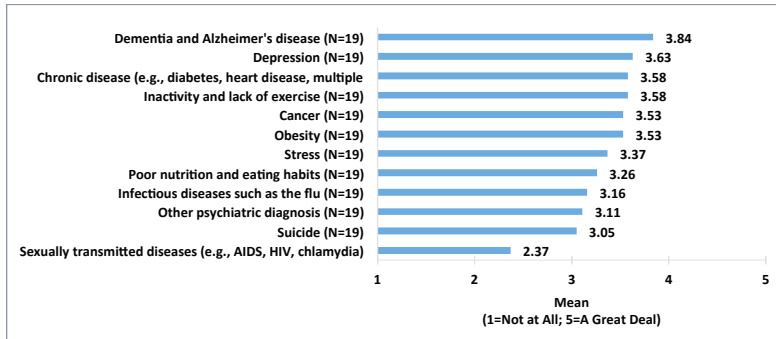
The hospital campus consists of a primary care clinic, medical specialty outpatient clinic, and a 30-apartment senior living facility. In addition, two satellite medical clinics are located in the neighboring communities of Balaton (12 miles to the west) and Walnut Grove (7 miles to the east). The service area of Sanford Tracy includes the communities of Tracy, Currie, Balaton, Amiret, Walnut Grove, Milroy and Revere. The population of this area is approximately 5,740 persons. Sanford

Tracy employs 1.5 clinicians and 103 employees.

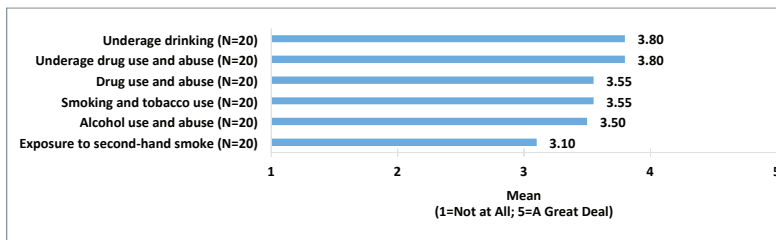
Key Findings:

Sanford Tracy is serving a community that has strong concerns for the cost of long-term care, the presence of street drugs and alcohol in the community, the presence of drug dealers, the cost and access to affordable dental insurance and health insurance, chronic disease, inactivity, cancer, obesity, dementia, Alzheimer's, substance abuse, depression, and preventive health.

Level of concern with statements about the community regarding
PHYSICAL AND MENTAL HEALTH



Level of concern with statements about the community regarding
SUBSTANCE USE AND ABUSE



DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Sanford Tracy Boot Camp

Sanford Tracy employees are leading by example. A six-week boot camp is available to employees to help them improve fitness and stay in shape. Designed and led by an athletic trainer, the program is helping Sanford employees set a good example for their community and create a culture of wellness.

Implementation Strategies

Priority 1: Mental Health/ Behavioral Health

Goal: Decrease the time a patient waits in the ER for placement to a mental health facility

The Agency for Healthcare Research and Quality reported that mental health and substance abuse cases accounted for one in eight emergency room (ER) visits in the United States in 2010.

Strategy:

- Work with the state of Minnesota and track turnaround time for patients that come to the ER for placement into a mental health facility.

Goal: Create an awareness of the alcohol and drug treatment programs available to community members

Strategy:

- Work with community partners to create new recovery program options for community members.

Goal: Behavioral health resources are available through the Critical Access Hospital

Strategy:

- Work with the MN Department of Health on a pilot for integrating behavioral health into Critical Access Hospitals.

Priority 2: Physical Health

Goal: Expand Medical Home and Health Coach Utilization

The Medical Home, a team-based health care delivery model led by a health care provider, is intended to provide comprehensive and continuous medical care to patients

with the goal of obtaining maximized health outcomes.

Strategy:

- Increase utilization of Medical Home and health coaches to impact patients assessed with obesity.

Goal: Expand Sanford *fit* utilization

Strategy:

- Present Sanford *fit* to schools and community groups.

Goal: Provide Profile services

Strategy:

- Increase enrollment of Profile.



Sanford Vermillion Medical Center

Sanford Vermillion Medical Center is a 25-bed, acute care Critical Access Hospital serving 25,000 people in Clay and Union counties in southeast South Dakota and a few counties across the Missouri river in Nebraska. Services provided include trauma/emergency medicine, therapies, mammography and radiology.

Sanford Health partnered with Dakota Hospital Foundation in Vermillion on a \$12 million remodeling and expansion of Sanford Vermillion Medical Center. Plans include remodeling several areas, removing a 1935 building and replacing it with an expanded outpatient service center with enhanced technology. The five-

year project was announced in 2014 and is in progress. Sanford Health will assume ownership for the infrastructure including building projects and technology at the conclusion of the project.

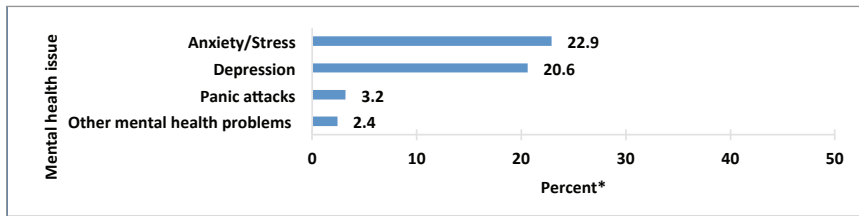
Sanford Vermillion also includes an outpatient clinic, a 66-bed nursing home, and 23-unit senior living apartment complex. The clinic provides over 24,000 patient visits annually to include the USD student health contract population.

Sanford Vermillion employs seven clinicians, including physicians and advanced practice providers, and 250 employees.

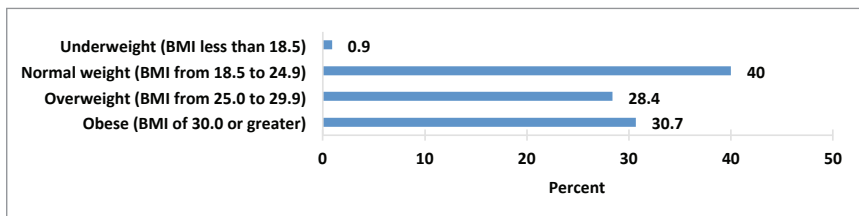
Key Findings:

Key findings from our primary research indicate that Sanford Vermillion is serving a community that has high concerns for the availability of affordable housing, the cost of long-term care and the availability of memory care, bullying among children and youth, the presence of street drugs and alcohol in the community, child abuse, access to affordable health insurance and health care, access to affordable dental and vision insurance, poor nutrition, inactivity and obesity, substance abuse and stress.

Percentage of respondents who have been told by a doctor or health professional that they have a mental health issue, by type of mental health issue



Respondents' weight status based on the Body Mass Index (BMI) scale



Implementation Strategies

Priority 1: Mental Health

Goal: Increase mental health services in the Vermillion community

Mental health includes emotional, psychological, and social well-being. It affects how people think, feel and act. It also helps determine how we handle stress, relate to others and make choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood.

Many factors contribute to mental health problems, including:

- Biological factors, such as genes or brain chemistry.
- Life experiences, such as trauma or abuse.
- Family history of mental health problems.

Mental health problems are common but people with mental health problems can get better and many recover completely.

Strategy:

- Increase mental health counselor status to full time.
- Provide DARE education at the high school.
- Offer psychiatry telemedicine services.

Priority 2: Physical Health

Goal: Reduce obesity

Poor nutrition and eating habits can lead to obesity and many physical health problems for the community such as diabetes, high cholesterol and hypertension.

Strategy:

- Provide monthly cooking classes for patients with diabetes.
- Provide safe bike to school/work program.
- Provide Sanford *fit* for the local school district.
- Increase fruit and vegetable intake through Bountiful Basket co-op.
- Promote walk to work program.
- Provide children and parents with healthy cooking classes.
- Provide health fair.
- Provide Profile outreach program.

Activating Healthy Behaviors Across the Community

Prompted by the desire to activate healthy habits in children, *fit* offers a whole child approach to health promotion that not only targets the child, but also the parents and the network of caregivers that influence the child. *fit* goes beyond the traditional health topics of nutrition and exercise with an approach that includes:

- RECHARGE (sleep and rest) and MOOD (willingness to make healthy choices)
- FOOD (nutrition choices) and MOVE (physical activity)

fit (sanfordfit.org) offers free resources, developed through partnerships with health and education professionals, to activate children's healthy habits. Programs are well-matched to a child's developmental level, interests and different community settings:

Early Childhood: *fitCare*

A four-part, eight-hour program, to teach caregivers why, what and how to educate young children about healthy choices. Includes tips, tools and resources to activate children and educate parents to make *fit* choices.

Elementary Age: *fit4Schools*

Weekly health activation topics, presented as 5-10 minute daily modules, are designed to captivate, educate, and activate healthy behavior choices. Additional STEM lesson plans and units can be downloaded for classroom use.

After School Programs: *fitClub*

A 10-session program that teaches girls and boys ages 8-11 the importance of healthy lifestyle choices through energetic, interactive lessons and games.

Anywhere: *fit On-line*

fit website that includes a series of medically reviewed, quality content developed in partnership with WebMD and geared to parents, caregivers, teens, elementary age children, and preschoolers.



Sanford Webster Medical Center

Sanford Webster Medical Center is a 25-bed Critical Access Hospital providing emergency services, radiology, lab, rehabilitation and respiratory care services. It includes an adjoining Rural Health Clinic.

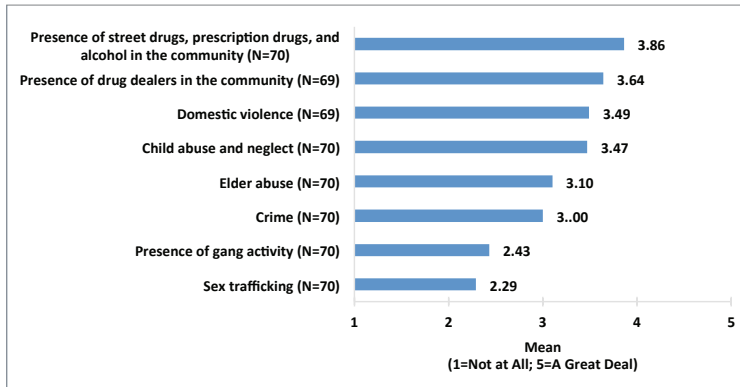
Sanford Webster employs four clinicians, including physicians and advanced practice providers, and 70 employees.

Key Findings:

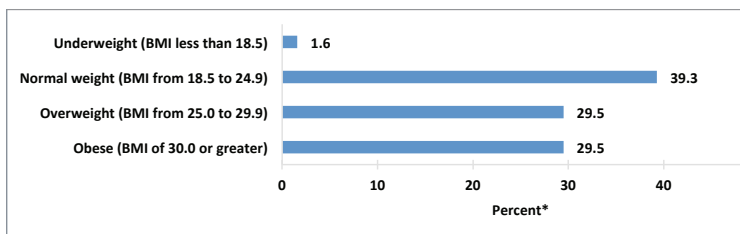
Sanford Webster is serving a community that has strong concerns for the cost of

long-term care and the availability of memory care, bullying, activities for children and youth, the presence of street drugs and alcohol in the community, the presence of drug dealers in the community, domestic violence, affordable health, dental and vision insurance, access to affordable health care and affordable prescription drugs, cancer, inactivity, poor nutrition, chronic disease, obesity, substance abuse, stress, depression and preventive health.

Level of concern with statements about the community regarding SAFETY



Respondents' weight status based on the Body Mass Index (BMI) scale



Implementation Strategies

Priority 1: Safety

Goal: Community partners learn how to handle aggressive behavior

According to the CDC, every day, 28 people in the United States die in motor vehicle crashes that involve an alcohol-impaired driver. This amounts to one death every 53 minutes. Six teens ages 16 to 19 die every day from motor vehicle injuries. Per mile driven, teen drivers ages 16 to 19 are nearly 3 times more likely than drivers aged 20 and older to be in a fatal crash.

Additionally, the United States is in the midst of a drug overdose epidemic. More people died from drug overdoses in 2014 than in any other year on record. Deaths from drug overdose are up among men and women, all races, and adults of nearly all ages.

Strategy:

- Management of Aggressive Behavior (MOAB) training is provided to employees at the medical center and to community members.

Goal: Community youth are aware of DUI consequences

Strategy:

- Work with the Webster Key Club to help reduce the number of alcohol and drug-related accidents among teens.

Goal: Summer sports program is offered to students

Strategy:

- Physical therapist and COTA will offer a Sports Power program to help students maximize their workouts.

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Management of Aggressive Behavior (MOAB) training

Sanford Webster has developed programs to increase safety measures for its patients and community members. Management of Aggressive Behavior (MOAB) training is provided to employees at the medical center and to community members. Additionally, Sanford is working with the Webster Key Club to help reduce the number of alcohol and drug-related accidents among teens.

The MOAB training presents principles, techniques and skills for recognizing, reducing and managing violent and aggressive behavior. The program also provides humane and compassionate methods of dealing with aggressive people both in and out of the workplace.

Priority 2: Physical Health

Goal: Wellness program is offered

Physical health consists of many components, including rest and sleep, nutrition, physical activity and self-care. Primary prevention is a way to remain physically healthy.

Strategy:

- Offer the use of the physical therapy department to promote wellness to the public.

Goal: Increase nutrition consults

Strategy:

- Increase the number of medical nutrition therapy consults and health coach visits.



Sanford Westbrook Medical Center

Sanford Westbrook Medical Center is an 8-bed, Critical Access Hospital located in southwest Minnesota. It is a community-owned facility leased to Sanford Health Network. Originally known as Henry Schmidt Memorial Hospital, Sanford Westbrook was built in 1950 and through a comprehensive community effort was remodeled and expanded into the current single-site health care facility that includes an attached medical clinic and 21-unit senior housing facility. The medical center offers emergency services.

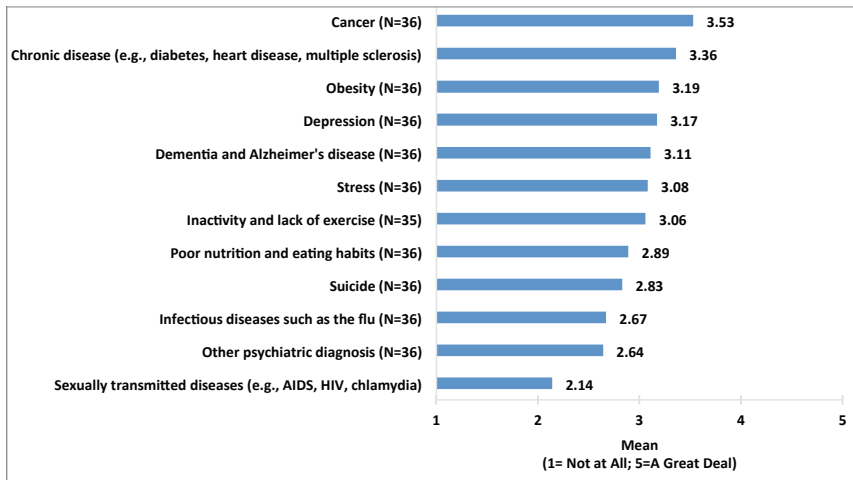
Sanford Westbrook service area includes the communities of Currie, Dovray, Jeffers, Storden and Westbrook and covers parts of Cottonwood, Redwood and Murray counties with a combined population

of 3,600 persons. It is located in an area classified as a Health Professional Shortage Area (HPSA) and Manpower Underserved Area (MUA). Sanford Westbrook has 50+ employees.

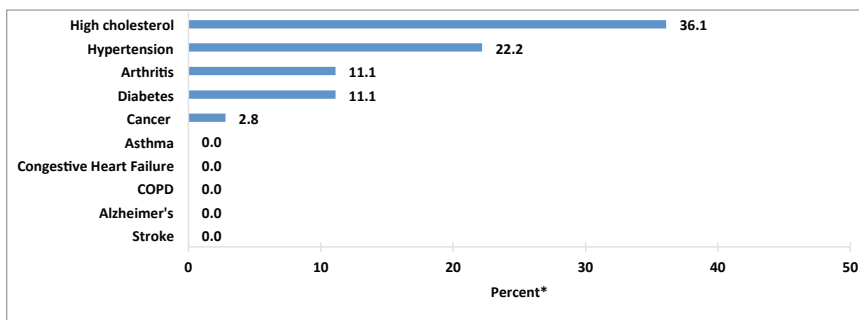
Key Findings:

Sanford Westbrook is serving a community that has strong concerns for bullying among children and youth, the cost of long-term care, the availability of memory care, the need for resources for caregivers, the presence of street drugs and alcohol in the community, access to affordable health insurance, affordable prescription drugs and affordable health care, cancer, chronic disease, obesity, inactivity, depression, stress and substance abuse.

Level of concern with statements about the community regarding PHYSICAL AND MENTAL HEALTH



Whether respondents have any of the following chronic diseases



Implementation Strategies

Priority 1: Mental Health/ Behavioral Health

Goal: Decrease the time the patient waits in the ER for placement to mental health/ behavioral health services

The Agency for Healthcare Research and Quality reported that mental health and substance abuse cases accounted for 1 in 8 emergency room (ER) visits in the United States in 2010.

Strategy:

- Determine community resources to help with quick placement of patients who need services.

Goal: Community awareness of treatment and behavioral health programs

Strategy:

- Work with community partners to create new recovery program options.

Goal: Partner with the MN Department of Health on a pilot project for integrating behavioral health into Critical Access Hospitals

Strategy:

- Collaborate with the Minnesota Department of Health and other Critical Access Hospitals to improve access for patients in need of behavioral health services.

Priority 2: Physical Health

Goal: Improve utilization of Medical Home and health coach

The Medical Home, a team-based

DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Sanford Westbrook Wellness Center

Sanford Westbrook is offering training and assistance for community members who want to use the wellness center.

Community members receive training on how to use the equipment and they work with a health coach who monitors and assists with health management.

A registered dietitian is available to help community members achieve their health goals in partnership with the health coach.

health care delivery model led by a health care provider, is intended to provide comprehensive and continuous medical care to patients with the goal of obtaining maximized health outcomes.

Strategy:

- Track patients with obesity as a diagnosis and utilize Medical Home and health coaches.

Goal: Implement Sanford *fit*

Strategy:

- Present Sanford *fit* to local schools and community organizations.

Goal: Profile services are available in the community

Strategy:

- Expand enrollment in the Profile program.



Sanford Wheaton Medical Center

Sanford Wheaton Medical Center is a 25-bed primary care Critical Access Hospital serving people in Traverse County and the surrounding areas of Big Stone and Grant counties of Minnesota and Roberts County of South Dakota.

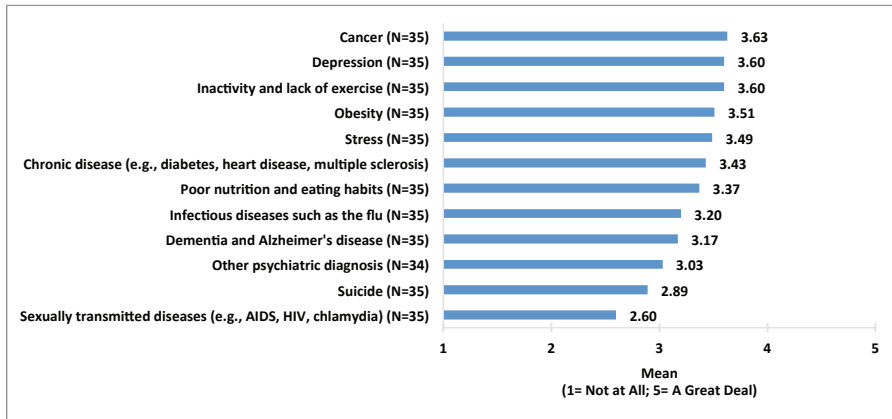
Sanford Wheaton provides emergency and trauma services and has certified laboratory and radiology services including EKG, MRI, mammography and others. Outpatient care is available for infusions, respiratory therapy, cardiac rehab, wound management and therapies including physical, occupational and speech pathology. Visiting specialty physicians perform general, urology, eye and orthopedic surgeries at the medical center.

Sanford Wheaton Medical Center employs four clinicians, including a physician and three advanced practice providers, and has 79 employees.

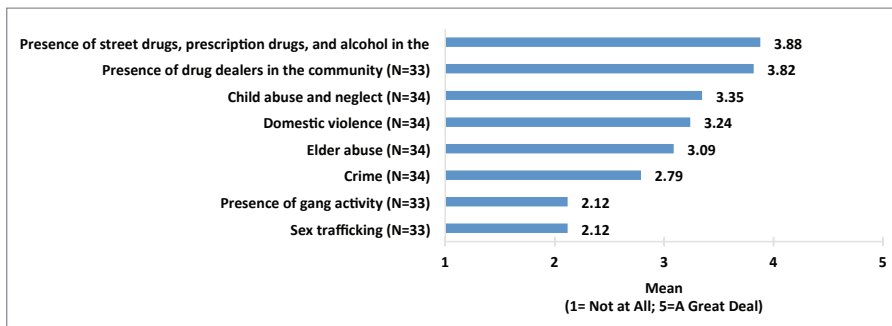
Key Findings:

Sanford Wheaton is serving a community that has strong concerns for the availability of quality infant care, activities for children and youth, the cost of long-term care and the availability of memory care, the presence of street drugs and alcohol in the community, the presence of drug dealers in the community, cancer, inactivity, obesity, depression, stress, substance abuse, and preventive health.

Level of concern with statements about the community regarding PHYSICAL AND MENTAL HEALTH



Level of concern with statements about the community regarding SAFETY



DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Wheaton Backpack Program

Leaders at Sanford Wheaton Medical Center convened a group of community stakeholders to discuss and prioritize the unmet needs in the community. When the data indicated that 50% of those who are using the emergency feeding programs in Minnesota are children, the group determined they must collaborate to address the need locally.

Sanford Wheaton, Wheaton Ministerial, North Country Food Bank, Wheaton Area Schools, and the Traverse County Food Shelf have a shared mission to work together to implement a Backpack Program to feed children during the summer and during weekends and holidays during the school year.

The group believes that no child should have to worry about whether or not they are going to be able to eat when they are not in school. Children receive a bag filled with nutritious kid-friendly food on the first and third Friday of each month. The backpack will provide children with enough food to get them through the summer weekends until school is in session again.

Implementation Strategies

Priority 1: Mental Health/ Behavioral Health

Mental health includes emotional, psychological, and social well-being. It affects how people think, feel and act. It also helps determine how we handle stress, relate to others and make choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood.

Many factors contribute to mental health problems, including:

- Biological factors, such as genes or brain chemistry.
- Life experiences, such as trauma or abuse.
- Family history of mental health problems.

Mental health problems are common, but people with mental health problems can get better and many recover completely.

Goal: Improve access to mental/ behavioral health services

Strategy:

- Work with Sanford Thief River Falls psychiatry team and the Traverse County mental health providers to increase the number of available appointments for services.
- Expand Medical Home to provide follow-up to those who have PHQ-9 scores indicating depression.
- Implement evidence-based guidelines for mental health.

Goal: Promote early identification of mental health needs

Strategy:

- Increase the number of wellness exams for children.
- Implement screening tools during wellness exams.
- Support parents by providing healthy social and emotional development skills.

Priority 2: Safety

Goal: Decrease drug abuse

Abuse and Mental Health Services Administration (SAMHSA) reports 4.3 million Americans engaged in non-medical use of prescription painkillers each month and 1.9 million Americans met criteria for prescription painkillers use disorder based on their use of prescription painkillers last year.

A number of opioids are prescribed by physicians to relieve pain, including hydrocodone, oxycodone, morphine and codeine. While many people benefit from using these medications to manage pain, prescription drugs are frequently diverted for improper use. The National Survey on Drug Use and Health (NSDUH) reports that 50.5% of people who misused prescription painkillers got them from a friend or relative for free, and 22.1% got them from a physician.

Strategy:

- Work with law enforcement agencies to provide safe collection sites for unused drugs.

Priority 3: Children and Youth

Goal: Children have access to healthy food all week long

According to a report by the U.S. Department of Agriculture, 49 million people in the United States lived in households struggling to find enough food to eat. Nearly 16 million are children, who are far more likely to have limited access to sufficient food than the general population. While 15.9% of Americans lived in food-insecure households, 21.6% of children had uncertain access to food. It is difficult for a child to learn when they are malnourished.

Strategy:

- Provide access to healthy food options to decrease hunger among children in the community.
- Support the development of local 4-H groups.
- Influence health through early wellness exams.





Sanford Worthington Medical Center

Sanford Worthington Medical Center is a 48-bed facility located in Worthington, Minn., the county seat of Nobles County, and the regional economic hub for southwestern Minnesota. The hospital is the largest in the region and serves over 21,000 residents.

Sanford Worthington provides more than 50 medical services, including general and same day surgery, a 27-bed medical/surgical unit, intensive care, lab and medical imaging, women's services including digital mammography, outpatient dialysis, infusion center, home care, oncology services including chemotherapy and radiation therapy, and a 24/7 emergency department with in-house physician coverage. An acute care

clinic is also located at the hospital that provides walk-in, after hours and weekend services.

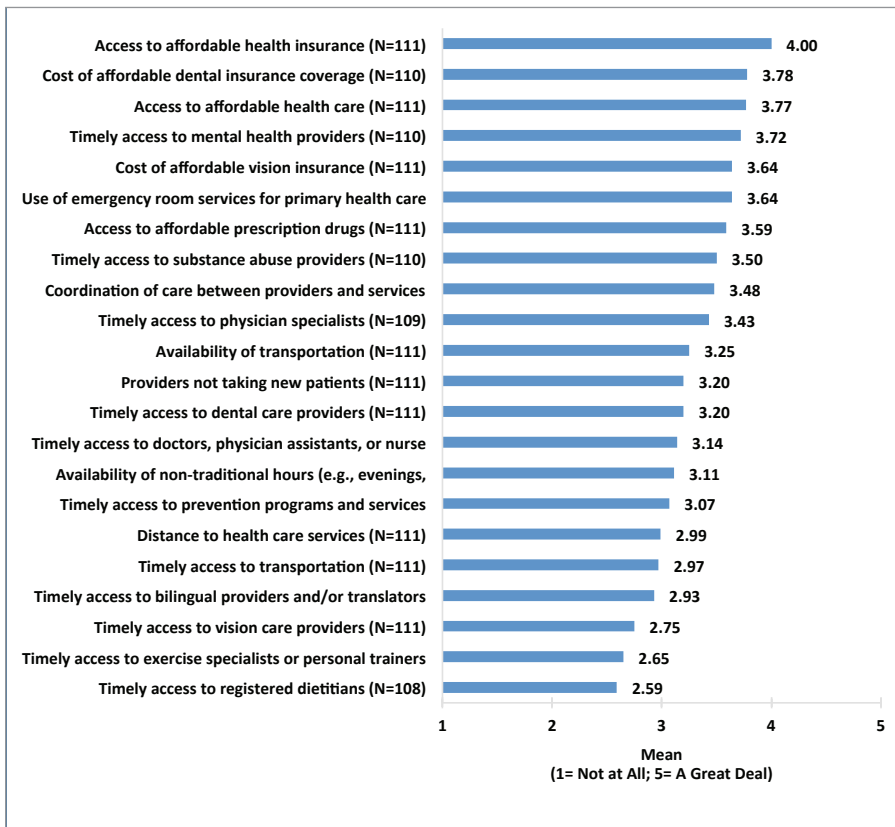
Sanford Worthington Medical Center employs 20 active medical staff and 350 employees.

Key Findings:

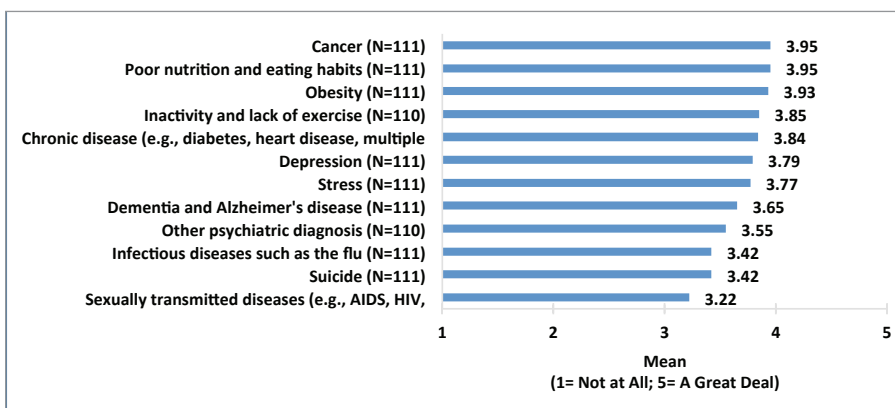
Sanford Worthington is serving a community that has strong concerns for the availability of affordable housing, the lack of public transportation, water quality, bullying among children and youth, the availability and cost of infant and child care, services for at-risk youth, teen pregnancy, the availability of activities for children and youth, the cost and availability of long-term

care, the availability of memory care, the availability of resources for caregivers and the elderly to help them stay safely in their homes, the presence of street drugs and alcohol in the community, domestic violence, the presence of drug dealers in the community, child abuse, access to affordable health, dental and vision insurance, affordable health care, affordable prescription drugs, the use of the emergency department for primary care, timely access to behavioral health/substance abuse providers, cancer, chronic disease, obesity, poor nutrition, inactivity, depression, stress, dementia, Alzheimer's, substance abuse and preventive health.

Level of concern with statements about the community regarding
HEALTH CARE



Level of concern with statements about the community regarding **PHYSICAL AND MENTAL HEALTH**



DEMONSTRATING IMPACT – ADDRESSING THE NEEDS

Advanced Life Support at Sanford Worthington

Sanford Worthington now has Advanced Life Support (ALS) added to Emergency Medical Services (EMS). Paramedics are now part of the team of care providers and are able to provide additional medications and interventions to patients in a 400 square mile service area.

True to health care’s triple aim of improving an individual’s experience of care, the health quality of populations, and reduction of costs, the EMS service is an essential part of the care continuum. An excellent outcome is Sanford Worthington’s goal for every patient in every health condition. In emergency medical care, “time is golden” and EMS service bring added value.

Implementation Strategies

Priority 1: Health Care Access

Goal: Increase public education on health care topics and available resources

Sanford provides a Community Care and a financial assistance policy to all who qualify for charity care. Sanford has prioritized health care access as a top priority and has set strategy to create awareness of the resources and financial assistance that is available through Sanford.

Strategy:

- Provide monthly newspaper article on health care topics.
- Implement triage call center at the Sanford clinic.

Goal: Collaborate with community entities to increase holistic care

Strategy:

- Refer patients to the YMCA for membership.

Goal: Employer groups are aware of health insurance options and the proper use of the ER and primary care

Strategy:

- Collaborate with JBS (meat processing company) employer to increase education for health care services and insurance.

Priority 2: Physical Health/ Mental Health

Goal: Increased preventive health utilization

Preventive health care promotes the detection and prevention of illness and disease and is another important component of good health and well-being.

Strategy:

- Implement Health Planet Program.
- Increase 1:1 goal setting and case management through the Sanford Clinic.
- Implement Advanced Medical Home model.
- Increase utilization of Sanford Health Cooperative.

Goal: Early identification of the needs for mental health services are identified

Strategy:

- Implement Advanced Medical Home.

Goal: Dietitian services increase

Strategy:

- Increase provider knowledge of registered dietitian services.

Goal: Nutrition and exercise services are available to the community

Strategy:

- Provide Sanford *fit* to local schools and child care providers.







Overall Findings

The findings across the Sanford footprint indicate the need for mental health and behavioral health services are increasing. New concerns in the behavioral health arena include the presence of street drugs and narcotic opioid use among community members. Narcotic use has become a crisis across the country, and is coupled with rising addictions to heroin and abuse of other lethal substances. Addressing these concerns requires strong community partnerships among law enforcement, emergency services, behavioral health providers, public health, schools, policy makers, health systems and other community resources. Sanford is addressing this emerging problem with new policies for pain management and prescriptions.

There are additional needs to address chronic disease, obesity and inactivity. Survey respondents are concerned about chronic disease, obesity and inactivity. Sanford is addressing chronic disease with new quality measures and resources to help patients improve their management of the disease.

The needs that have been identified through the 2016 community health needs assessment require implementation strategies that measure outcomes and adjust over time to drive improvement. Community partnerships are essential to help community members achieve a strong quality of life.

Closing

It is our hope that this report has provided insight into the work Sanford medical centers are doing to address community health needs. Sanford is demonstrating impact and we continue to work collaboratively with community partners to improve community health.

This report is intended to celebrate progress, move community partners to action, and help us continue to shape healthy communities across the Sanford footprint.



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