

Pembina County Memorial Hospital



Implementation Strategy Planning Report

Pembina County Memorial Center

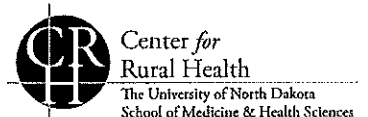
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Introduction

Pembina County Memorial Hospital (PCMH), with help from Pembina County Public Health, held a strategic planning workshop in Cavalier, ND on August 26, and November 20, 2014. Two representatives from the Center for Rural Health at the University of North Dakota School of Medicine and Health Sciences facilitated the meetings, which were attended by PCHM's CEO, public health nurses, Pembina County Meals Director and other community leaders.

The strategic planning workshop was a continuation of the overall Community Health Needs Assessment (CHNA) process, which is a requirement of the Affordable Care Act (ACA). The legislation mandates that non-profit hospitals conduct a CHNA at least every three years, examine input from community representatives, publicly disseminate the results, prioritize community health needs, and develop a written implementation strategy (a health improvement plan) to help meet the needs identified in the CHNA. With assistance from the Center for Rural Health, PCMH conducted the needs assessment portion of the process earlier in 2014.

The purpose of the workshop was to initiate a more formalized strategic planning process resulting in a written implementation strategy to help address the identified significant community health needs. Strategic planning is a technique to assist a group to analyze current conditions and then develop strategies to address a set of issues and/or concerns. Workshop facilitators used a logic model as a framework for evaluating, analyzing, and organizing ideas to address the enumerated significant needs. Logic models are widely practiced in social science research to state future goals, outline responsibilities and actions needed to achieve the goals, and demonstrate a program's progress.

To begin the first strategic planning workshop, the facilitators from the Center for Rural Health shared findings from the 2014 CHNA report with the workshop participants. Data analyzed during the CHNA process included primary data (a community health survey and key informant interviews) and secondary data (analysis of County Health Rankings and other data sources). The corresponding PowerPoint presentation is attached as Appendix A.

Through an earlier community needs prioritization process, the CHNA in the Cavalier area identified five significant needs:

- Cost and adequacy of health insurance
- Mental health, including alcohol use and abuse
- Obesity

- Not enough jobs with livable wages
- Lack of resources for elderly to stay in their homes

Survey results, specific community member comments, and secondary statistics about these significant needs were presented to the group to contextualize the needs.

The workshop focused on generating ideas and strategies to address the identified significant needs through a variety of approaches. To initiate the brainstorming process using the logic model, participants were presented with one of the needs as the beginning point on a continuum. The end point was the outcome, or a vision of what the future would look like if that need was addressed. Participants were given sticky notes and asked to write down desired outcomes, that is, goals or changes they would like to see related to this need. One facilitator organized the sticky notes into thematic categories and read them to the group as the other facilitator typed them into a laptop, and a table showing the logic model continuum was projected onto a screen so all could see. The outcomes were reviewed collectively so participants could discuss them.

Working backwards from the stated outcomes or goals, participants were then asked as a group to brainstorm activities that could help achieve the outcomes. Once a list of activities was produced and discussed, resources were identified to accomplish the activities, including people, organizations, existing infrastructure and programs, and potential financial resources. Finally, to complete the logic model, a list of outputs, or evidence that the activity was accomplished, was discussed but not produced as the activity needs to be enacted first. The output column in the table will be completed later. The power point and brainstorming tables, in draft form, are included in this report for informational purposes as Appendix A.

Focused Need: Lack of resources for elderly to stay in their homes

The second strategic planning workshop centered on the need of lack of resources for elderly to stay in their homes. A focused discussion helped to clarify the scope of the problem. Three antecedent conditions were identified: lack of workforce to attend to the elderly; lack of programs and activities to address elder care needs; and lack of knowledge about available resources. Especially for family members who live outside of Pembina County but are caring for loved ones in the county, the lack of knowledge of existing resources exacerbates an already complex and siloed problem. The group felt that the most effective approach to enact change would be to chart the process of elder care, from an outsider's perspective.

One way to address this problem is to create a webpage called Elder Care Resources that lists all of the available resources offered in Pembina County. This webpage will be listed on the Pembina County, North Dakota website, cross linked on the PCMH website and listed on the Services for Senior Citizens in Pembina County booklet. Web development is needed to make the information user-friendly, organized and streamlined. A preliminary web budget request will be made for this project.

A second approach is to use process flow mapping to diagram the various stakeholders, agencies, organizations and steps involved in caring for the elderly. Once these steps are charted from each service provider's perspective, areas of overlap, redundancy and gaps can be identified in hopes of streamlining care coordination. This gap analysis can provide documentation for the need to warrant new services. To facilitate the process flow mapping, a work group of invested stakeholders involved in elder care will be formed.

In devising a three year strategic plan, implementation strategies for the first year will focus on web development; promotion and media package will be the focus of year two; and a gap assessment will be the focus for year three.

While the majority of the time was devoted to addressing elderly resources, there were brief discussions surrounding a few of the other prioritized community needs. One way to start addressing the need of cost and adequacy of health insurance is to promote open enrollment for the Health Care Exchange. Additionally, inviting a Health Care Navigator, like Neil Sharpie from Bismarck, could help consumers examine insurance options.

To start addressing mental health needs, the website Firstlink (www.myfirstlink.org) is a great resource for identifying information on crisis services, help lines and volunteer networks.

To start addressing obesity, PCMH could help sponsor the 5k run in Walhalla. While these individual efforts may offer a start to address the community identified needs, the dominant focus to effect the most change is to streamline the process of coordinated care for those caring for the elderly.

Priority Need #1: Lack of resources for elderly to stay in their homes

Outcome Goals and Anticipated Impact

- Number of elderly living in community will increase
- Home helpers will be available
- Economic resources will be available
- Support groups will exist for caregivers
- Volunteer network will double
- Survey to identify needs will be conducted
- Knowledge of services available will increase
- Senior housing rates will stabilize at 90%
- Funding for elderly equipment & housing will be obtained

Specific Actions and Activities

- Altru and CliniCare to partner with Social Services & Public Health to create pamphlet of resources
- Cavalier H.S. shop class to adopt project with Options
- Start a volunteer crew to assist with modifications & household tasks
- Community fundraising for a specific need
- Adopt-a-grandparent with 3rd grade class

Resources, Partnerships & Collaboration

- Pembina County Coalition meets quarterly, 9-17-2014
- NDSU Extension
- Senior Center
- Faith in Action
- Church groups
- Options
- Tri County?
- Ann Carlson Center – day program for adults with disabilities
- Red River Valley Community Action