



# Community Health Needs Assessment and Implementation Plan 2017-2019



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The mission of Allina Health is to serve our communities by providing exceptional care as we prevent illness, restore health and provide comfort to all who entrust us with their care.

# Executive Summary

Cambridge Medical Center is a part of Allina Health, a not-for-profit health system dedicated to the prevention and treatment of illness in Minnesota and western Wisconsin. This report describes the current community health needs assessment (CHNA) process and results for Cambridge Medical Center located in Isanti County, Minnesota.

Every three years, Allina Health conducts a CHNA for each of its hospitals to systematically identify and analyze health priorities in the community and create a plan for how to address these priorities. The CHNA process is conducted in partnership with local public health departments, other hospitals and health systems and many other community partners. Through this process, Allina Health engages with community stakeholders to better understand the health needs of the communities it serves, identifies internal and external resources for health promotion and creates an implementation plan that leverages those resources to improve community health.

In late 2015, community members, community organizations, local public health and hospital/health system staff participated in a process that identified the following priority areas for community health in the communities served by Cambridge Medical Center:

- 1. Mental health—access, awareness and prevention**
- 2. Addiction and risky use of substances**
- 3. Obesity—eating well, being active, healthy lifestyle**

In 2016, staff solicited community input, assessed existing resources and developed an implementation plan for 2017–2019 in order to address these priorities. This plan includes the following goals, each of which is supported by multiple objectives and will be implemented through a variety of strategies monitored for progress and outcomes over time.

**Mental health goal:**

Improve mental health and wellness for the community through increased access to care, programs and services.

**Addiction goal:**

Increase awareness among community members of all ages about the negative health impacts of use of tobacco/e-cigarettes, alcohol and other drugs.

**Obesity goal:**

Improve healthy eating and active living in communities served by Cambridge Medical Center, a part of Allina Health.

# Introduction

The mission of Allina Health is to serve our communities by providing exceptional care as we prevent illness, restore health and provide comfort to all who entrust us with their care. Every three years, Allina Health conducts a community health needs assessment (CHNA) for each of its hospitals to systematically identify and analyze health priorities in the community and plan how we will address these priorities, including in partnership with local public health departments, other hospitals and health systems and many other community partners. The Internal Revenue Service provides guidelines for this process as part of meeting obligations under the Patient Protection and Affordable Care Act, which requires 501(c)(3) non-profit hospitals to conduct an assessment at least every three years.

Through this process, Allina Health aims to:

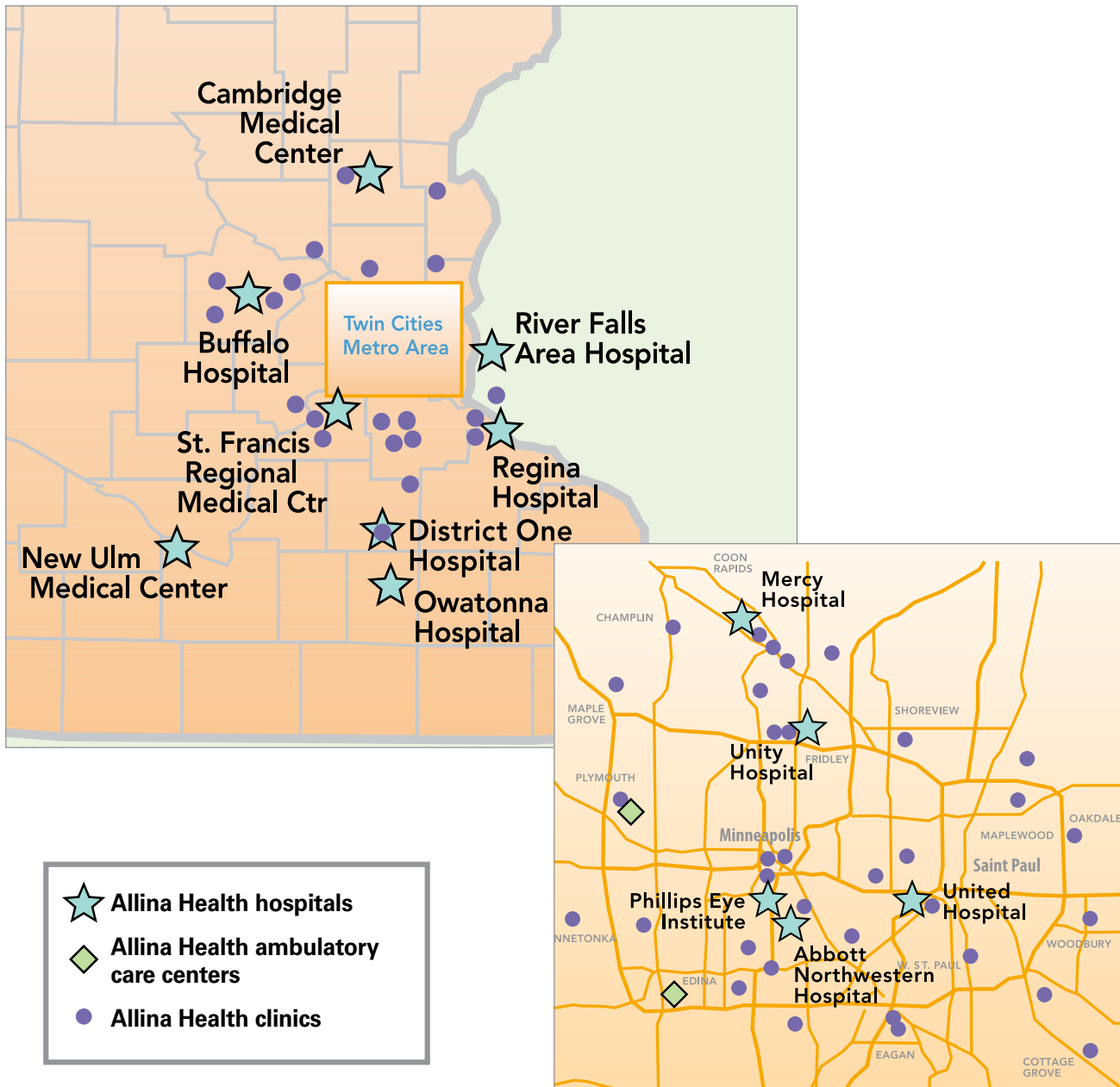
- Better understand the health status and needs of the communities we serve by considering the most recent health and demographic data as well as gathering direct input from community members.
- Gather perspectives from individuals representing the interests of the community, including those who have knowledge or expertise in public health and those who experience health inequity or are low-income and/or minority members of the community.
- Identify community resources and organizations that Allina Health can partner with and support in the priority areas for that community.
- Create a strategic implementation plan based on information gathered through the needs assessment.

[Cambridge Medical Center](#) is part of Allina Health. The purpose of this report is to share the current assessment of community health needs most relevant to the community served by Cambridge Medical Center and its implementation plan to address these needs in 2017–2019. This report also highlights activities conducted during 2014–2016 to address needs identified in the previous 2013 assessment.

## Allina Health Description

[Allina Health](#) is dedicated to the prevention and treatment of illness and enhancing the greater health of individuals, families and communities throughout Minnesota and western Wisconsin. A not-for-profit health care system, Allina Health cares for patients from beginning to end-of-life through its [90+ clinics](#), [13 hospitals](#), [13 retail pharmacies](#), specialty care centers and specialty medical services that provide [home care](#), [senior transitions](#), [hospice care](#), [home oxygen and medical equipment](#) and [emergency medical transportation services](#).

# Allina Health Service Area



## Hospital description and service area

Cambridge Medical Center is a combined clinic and hospital providing comprehensive care to the residents of Isanti County and the surrounding areas. The medical center is comprised of a large multi-specialty clinic and an 86-bed hospital located on one large campus. A same-day clinic, retail pharmacy and eye care center are also located in the facility.

One of the most distinctive aspects of the medical center is its size. Although located in the small community of Cambridge, each year the medical center has over 150,000 clinic visits, 4,000 inpatient hospital admissions and over 100,000 outpatient visits. There are more than 65 physicians and providers on staff and 27 consulting physicians providing specialty care such as cardiology, oncology, ear, nose and throat and urology, among others. The medical center has more than 900 employees and is the largest employer in the city of Cambridge. Additionally, it was recognized by The Joint Commission for exemplary performance in using evidence-based clinical processes that are shown to improve care for pneumonia and surgical care. In addition to its exceptional medical services, Cambridge Medical Center also has a long history of working to improve health in the community through charitable giving and direct programming efforts which address health needs in the community.

## Community served and demographics

The primary service area of Cambridge Medical Center is Isanti County—a rural county located north of the Twin Cities area. Isanti County was also the focus of inquiry for Cambridge Medical Center's CHNA.

According to the [U.S. Census Bureau's Decennial Census](#), a total of 38,429 residents live in the 435.68-square-mile area occupied by Isanti County. The area's population density, estimated at 874 persons per square mile, is less than the national average. The median age in Isanti County is 38.7 years; approximately 24% of its total population is under age 18 and 14.5% are age 65 or older. Approximately 5.5% of area residents are people of color—primarily Hispanic or Latino (1.9%), Asian (0.9%) or Black (0.8%). The county also has a strong indigenous community with .5% of its residents identifying as American Indian or Alaska Native alone. In 2014, 1.3% of residents were foreign born and .4% had limited English proficiency (U.S. Census Bureau, American Community Survey (ACS), 2010–2014, 5-year estimates). The median income in 2014 was \$65,342 with 8% of residents living in households with income below the Federal Poverty Level (U.S. Census Bureau, 2014 Small Area Income and Poverty Estimates).

Isanti County residents face many of the same health concerns common across the United States. Although more people are insured than in the past, nearly one-quarter (24.7%) self-report that they do not have a regular doctor (Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System). Further, the region has an 831:1 ratio of mental health providers to residents compared with Minnesota's overall mental health provider ratio of 529:1 ([County Health Rankings, 2015](#)). Additionally, approximately 60% of area adults are overweight or obese and 12.5% report poor general health (U.S. Census Bureau, ACS, 2009–2013, 5-year estimates). Additional information about Isanti County can be found online at [Minnesota Compass](#).



# Evaluation of 2014-2016 Implementation Plans

During 2014–2016, Cambridge Medical Center addressed needs identified in its [2013 assessment](#): obesity, adolescent alcohol and drug use and mental health. Some initiatives were led by the hospital, while others were part of coordinated activities across the health system or conducted in partnership with local public health. The following describes significant initiatives and their outcomes.

## Systemwide activities

In 2013, two needs, obesity and mental health, were identified as systemwide priorities by Allina Health. Thus, 2014–2016 systemwide community health activities focused on those two priority areas:

### Change to Chill

[Change to Chill™](#) (CTC) is a free, online resource that provides stress reduction tips, life balance techniques and health education services for teens. Since its launch in 2014, CTC has served more than 40,000 people, including teachers who use it in their classrooms, teens who use it in social groups and parents looking for ways to help their child stress less. In 2016, Allina Health piloted an in-person delivery model of the CTC program in a total of 11 middle schools, high schools and alternative learning centers throughout five communities Allina Health serves. Fifteen different groups of students participated in the project, representing a total of 253 student participants. Overall, the program was well-received by both participants and school liaisons. Many participants reported they intended to use what they learned and gave specific examples of how the program helped them. Participants also

showed an increase in knowledge about basic concepts related to stress and resiliency skills.

### Be the Change

As the largest provider of mental health and addiction care in the state, Allina Health believes it should lead the way in eliminating stigma within the industry. To this end, the recently launched internal program, Be the Change, is an effort to eliminate stigma around mental health conditions and addiction at Allina Health and ensure that all patients receive the same consistent, exceptional care. More than 500 Allina Health employees volunteered to lead this effort as trained Be the Change Champions and help educate and generate awareness among their colleagues about mental health conditions and addictions. The formal campaign extended from January–May 2016. During this time Champions presented at 492 meetings throughout the organization and reached 10,260, or 38%, of employees. While the formal campaign has come to an end, the work is ongoing and the campaign's goal is to reach all Allina Health employees.

## Neighborhood Health Connection

[Neighborhood Health Connection™](#) (NHC) is a community grants program that aims to improve the health of communities by building social connections through healthy eating and physical activity. Each year, Allina Health awards over 50 Neighborhood Health Connection grants, ranging in size from \$500–\$10,000, to local nonprofits and government agencies in Minnesota and western Wisconsin. Activities offered in 2014 and 2015 reached over 2,500 participants both years and a similar reach is expected in 2016. Evaluations of the NHC program find that the majority of people who participate in NHC-funded programs increase their social connections and make positive changes in their physical activity and healthy eating behavior. Further, 2014 and 2015 follow-up data revealed that these positive changes were maintained six months later and nearly 80% of grantees continued to offer their activity after the grant period ended.

## Health Powered Kids

[Health Powered Kids™](#) (HPK), launched in 2012, is a free community education program designed to empower children ages 3 to 14 years to make healthier choices about eating, exercise, keeping clean and managing stress. In 2015, approximately 9,500 people visited the HPK website and more than 5,500 children were reached by the program. In addition, 87% of respondents to a user survey described HPK as helpful, very helpful or essential to improving health at their home, school or organization. These results were similar to those achieved in 2014.

## Choose Healthy

At the beginning of 2016, Allina Health [removed sugar-sweetened beverages and deep-fried foods](#) and increased healthy offerings in its facilities to model and support the dietary changes recommended by providers. Additionally, in May 2016, Abbott Northwestern Hospital removed a fast food restaurant from its campus. These changes support the health of Allina Health patients, visitors and employees.

## Hospital-specific activities

*Goal 1: Increase availability of information and programming addressing obesity prevention in the community.*

Cambridge Medical Center worked at creating and supporting programming that combines educational, environmental and behavioral activities at worksites and community centers. Examples of programs and activities that Cambridge Medical Center has supported or offered include: business and community wellness screenings, wellness coaching, worksite lunch-and-learns about activity and nutrition, grocery store tours, Create a Healthy Kitchen workshop series, National Diabetes Prevention Program, 5K events and Walk to School Day. Hundreds of community members have been reached through these efforts.

Additionally, nutrition-coaching programs targeting children and families were promoted and facilitated in the community including: cooking classes, nutrition education and working with WIC families in Isanti and Chisago counties. Allina Health's Health Powered Kids program was promoted at all community events and a presentation about the program was given to school nurses in North Branch. A Community Index Survey showed that these efforts resulted in community awareness of Health Powered Kids moving from 3% in 2013 to 19% in 2014.

*Goal 2: Increase education and awareness among youth and parents about the effects, signs and impact of alcohol and drug use.*

Through a partnership with the Isanti County Sheriff, the first prescription drug drop-off box was placed in April of 2014. Within the first few months of placement, the box had collected close to 600 pounds of unused prescription drugs. Two community panels were also held that focused on alcohol and drug addiction, with one being focused on identifying risky use of alcohol and drugs and the other focused on teaching parents and educators how to discuss issues of addiction with children. Cambridge Medical Center also partnered with schools to enhance existing adolescent health and wellness programs with components focusing on risky use of alcohol and drugs.

*Goal 3: Reduce the stigma associated with mental health.*

To achieve this goal, Cambridge Medical Center focused on partnering with mental health advocacy organizations to increase education about mental health and identify resources in the community related to mental health. Over 150 community members were reached through events and programs such as NAMI Mental Health First Aid and Wellness in the Woods Mental Health Recovery. A focus group was also convened at the Hope in Action event, which engaged health care providers in a discussion around mental health with the goal of decreasing stigma.

Additionally, on March 2, 2016 Cambridge Medical Center partnered with Hope In Action MN, Isanti County Public Health and Cambridge-Isanti Schools & Community Education to address mental health through a “Let’s Talk About It”-event that included over 20 booths with community resources, free pizza, nationally renowned speaker Dr. Dan Reidenber and an adult and youth panel of people who shared their stories on how they had been impacted by mental health

conditions in their own lives. Counselors were available throughout the event. Over 400 youth and parents attended. One highlight of the event was the number of people who sought out mental health support as a result of their attendance. During the event, over a dozen individuals met with the event’s counselors. Directly following, six students from Cambridge-Isanti High School reached out to counselors, three families reached out to Hope In Action MN and many more sought support from New Hope Community Church.

Resources available through Allina that target mental health and social connectedness were also promoted, including Neighborhood Connection Grants and Change to Chill. Specifically, Cambridge Medical Center staff led the Change to Chill curriculum at the Oakland Area Learning Center—an alternative education program that provides options for at-risk students who experienced a challenge succeeding in the formal school system. After participating in the program, students reported using the skills they had learned in their everyday lives.

# 2015-2016 CHNA Process and Timeline

Allina Health designed a process that engaged community stakeholders and included review of existing secondary public health data and collection of primary data through community dialogues.

The Community Benefit and Engagement department guided this process on behalf of the Allina Health system. Centralized System Office staff provided leadership for the process, and community engagement staff in nine regions

throughout the Allina Health system led each of the hospitals through a process designed to identify unique needs and develop localized action plans, while also identifying common themes for action systemwide.

Hospital leadership teams and, where appropriate, regional hospital boards received and approved individual hospital plans followed by final approval by the Allina Health Board of Directors.

TIMING	STEPS
JULY – SEPTEMBER 2015	<ul style="list-style-type: none"> <li>ESTABLISH PLANNING TEAMS and COLLECT DATA</li> </ul> <p>Staff identify and invite stakeholder groups for each hospital; share initial results from 2014–2016 implementation plan. Develop and distribute guidance and data packets and schedule local stakeholder meetings.</p>
OCTOBER – JANUARY 2016	<ul style="list-style-type: none"> <li>REVIEW DATA and PRIORITIZE ISSUES</li> </ul> <p>Review data with stakeholders and complete formal prioritization process, using Hanlon method. Review prioritized issues and summarize themes for the system.</p>
FEBRUARY 2016	<ul style="list-style-type: none"> <li>DESIGN COMMUNITY INPUT</li> </ul> <p>Identify specific methods and audiences for community input on strategies, work with vendor to design process and questions/topics and recruit participants.</p>
MARCH – JUNE 2016	<ul style="list-style-type: none"> <li>GATHER COMMUNITY INPUT and DEVELOP IMPLEMENTATION PLAN</li> </ul> <p>Conduct focus groups or community health dialogues to solicit action and implementation ideas related to priority areas. Local teams develop action plan, metrics and resource inventory.</p>
JULY – SEPTEMBER 2016	<ul style="list-style-type: none"> <li>PREPARE REPORTS AND SEEK INTERNAL SUPPORT/APPROVAL</li> </ul> <p>Share results and action plans with key stakeholders systemwide. Present plans to local boards/committees/leaders for approval.</p>
OCTOBER – DECEMBER 2016	<ul style="list-style-type: none"> <li>SEEK FINAL APPROVAL</li> </ul> <p>Staff present plan to Allina Health Board of Directors for final approval.</p>

# Data Review and Issue Prioritization

Allina Health Community Benefit and Engagement staff used the most recent secondary data available via the CHNA toolkit—a free, web-based platform hosted by [Community Commons](#)—as well as additional state and local data resources available for Isanti such as the Minnesota Student Survey or the Minnesota Health Access Survey. Data for Minnesota and the United States were also provided for comparison and context. The data included approximately 75 indicators relating to demographics, social and economic factors, health behaviors, physical environment, health conditions and health care access.

Approximately 30 stakeholders representing broad interests of the community attended at least one of two meetings in November and December 2015 to review data together and discuss pertinent issues for Allina Health to address through this needs assessment and action plan. Agencies represented at these meetings include:

- Isanti County Public Health
- Chisago County Public Health
- North 65 Chamber of Commerce
- New Hope Community Church
- Family Pathways
- Braham Schools
- Cambridge City Council
- Isanti County Commissioners
- Mayor of Cambridge
- Cambridge Police Department
- Cambridge Isanti School District
- Isanti County Sheriff Department
- Cambridge Medical Center Quality Improvement, Behavioral Health, Physicians, Foundation, Emergency Department, Transportation, Community Benefit, Clinic Management and Human Resources
- Community members

## Final priorities

Through this process, three priorities were identified for action in 2017–2019:

1. **Mental health—access, awareness and prevention**
2. **Addiction and risky use of substances**
3. **Obesity—eating well, being active, healthy lifestyle**

## Needs identified but not included in the CHNA:

Other prioritized health issues identified through the process but not included among the top three priorities include dental care and dementia. These needs were identified as being either outside the scope of Cambridge Medical Center’s expertise (dental care) or are being addressed through other work, such as work with ACT on Alzheimer’s.

# Community Input

Once priority issues were identified by the stakeholder team, Cambridge Medical Center solicited broad feedback from the community on the appropriateness of the identified priority areas as well as how the medical center could most effectively address the needs. Community input was primarily gathered via community dialogues and/or focus groups (with an online survey option if interested persons could not attend) and via an online survey of Allina Health employees.

## Community dialogues/ focus groups

Allina Health partnered with The Improve Group to design, plan and facilitate a total of 22 community health dialogues and focus groups between March and April 2016. The dialogues were open to all members of the community. The meetings were facilitated by The Improve Group and Allina Health staff and used a World Café methodology. Participants had a chance to engage in discussion about all topics during three, 20-minute rounds. When the group of participants was fewer than 15, the conversation was conducted as a focus group with one facilitator from The Improve Group. Participants were asked to share their vision for health in the community, clarify aspects of the priority health areas that are most important to address and discuss opportunities for Allina Health to support community health.

Key questions Allina Health sought to answer through the discussions were as follows:

- Does the community concur with/confirm our top priorities for the hospital?
- What specific aspect or components of the broad priorities should Allina Health work to improve?
- What strategies and partnerships should Allina Health implement in order to address the priorities?

Two community dialogues for Cambridge Medical Center were held in Cambridge, MN on April 24 and April 29, 2016. A total of 42 people attended, including participants from local government, law enforcement, non-profit organizations, area businesses, advocacy groups, local schools, faith communities and community members.

## Community dialogues/ focus groups results

### Mental health: Access, awareness, and prevention

#### *Vision for health*

Participants envisioned a community where there is no stigma around mental health, where people are able to talk openly about their mental health needs and concerns and where factors that impact mental health such as food insecurity, lack of housing and unemployment are addressed. They imagined the health care system has improved systems for triage and crossover between mental health and other services. The improved system also offers supports for people transitioning from inpatient to outpatient care. For the Cambridge area, this includes having enough mental health providers to meet the demand without waitlists, having adequate services for people in crisis other than the emergency room or jail and early intervention screenings for youth. In addition, participants would like to see peer supports in place for people with mental health needs, support groups for families and critical incident debriefing for law enforcement and first responders.

#### *Existing strengths*

The Cambridge area has programs and services in place that provide support to the community around mental health including Hope In Action (a mental health awareness and suicide prevention group), anti-bullying campaigns in school and programs offered through Allina Health such as Change to Chill and Let's Talk About It. Participants said large businesses, the school districts and the county have a good understanding of mental health awareness and the impact of mental health in the community. Although participants felt there are not enough

mental health services in the area, they said Cambridge Medical Center has done a good job filling gaps in crisis stabilization services and acute mental health care. In addition, a partnership between Allina Health and Wellness in the Woods has been effective at helping connect people impacted by the closure of the Riverwood Mental Health Center to mental health services.

#### *Allina Health's role and opportunities*

During the community dialogues, participants discussed ways Allina Health could help address the priority area. Ideas that came out of the session include:

- Continue to host community dialogues and events that give people a space to talk about and address mental health issues facing the community.
- Offer programs to get community members familiar with the mental health system and the spectrum of services available.
- Offer supports for families including family-based counseling and 1:1 counseling for family members impacted by mental health.
- Make it easier for people to access mental health services by integrating mental health into primary care, offering a triage line and offering walk-in clinics.
- Make aesthetic improvements to hospitals and clinics to make them more comfortable and welcoming to people with mental health needs.
- Develop partnerships with organizations and groups that work with mental health to reduce silos and create an effective communication and information system.
- Facilitate conversations aimed at finding ways to attract more mental health service providers to the community, including psychologists, psychiatrists, therapists and medication managers.

# Addiction and risky use of substances

## *Vision for health*

Participants envisioned a community that takes a holistic approach to preventing addiction by addressing the mental health and societal issues that contribute to substance abuse. By 2019, they would like to see greater awareness in the community about the impact of addiction and the effects of tobacco use on youth and families. There also is more support for families, better screenings for mental health and better controls to prohibit “prescription shopping”—people seeking multiple venues to fill prescription medications repeatedly. Participants imagined that families, businesses, community leaders and neighborhoods work together to achieve an addiction-free community.

## *Existing strengths*

The region has effective recovery programs including Celebrate Recovery and River City Recovery, and the faith community provides support to individuals and families. Schools have an addiction counselor and onsite resource officers from Isanti County to help students dealing with addiction. Isanti County has added an anonymous, locked drug drop-off box that allows people to safely dispose of unwanted medication.

## *Allina Health’s role and opportunities*

During the community dialogues, participants discussed ways Allina Health could help address the priority area. Ideas that came out of the session include:

- Develop toolkits to help target audiences identify and address addiction.
- Offer more education to youth and families about tobacco, alcohol and other drugs. Specifically, work with youth who have parents with an addiction.
- Offer a community hotline for requesting wellness checks, finding resources and to support callers with friend or family members with an addiction.
- Increase screenings for mental health, addiction and risky use of prescription medication.
- Work with local governments to strengthen existing policies and adopt new policies to address addiction and risky use of alcohol and drugs.
- Work with businesses to adopt and strengthen policies to address addiction and risky use of alcohol and drugs.
- Develop and continue partnerships with schools, community organizations and the faith community to develop new strategies to address addiction.



# Obesity: Eating well, being active, and healthy lifestyle

## *Vision for health*

Participants envisioned a community with comprehensive biking and walking trail systems, where healthy food is accessible and affordable and where physical activity is integrated into the school and work day. Community members are better educated about nutrition and how to make healthy food choices in stores and restaurants. Participants also imagined changes in the way the community talks about health and body image that allow people to focus on the person as a whole, not just their weight.

## *Existing strengths*

The Cambridge area has a good parks system and existing walking and biking trails that are accessible year round. Allina Health supports low-income families through a partnership with the Free Bikes 4 Kidz program. Community members have access to fresh produce through farmers markets, community gardens and Family Pathway's Hunger Relief program. Classes and programs including grocery store tours, cooking classes through WIC, the University of Minnesota extension and Community Ed are available for people who want to learn how to make healthier food at home. In addition, worksite wellness efforts are making it easier for employees at participating organizations to make healthy choices at work and at home.

## *Allina Health's role and opportunities*

During the community dialogues, participants discussed ways Allina Health could help address the priority area. Ideas that came out of the session include:

- Provide resources about healthy eating, physical activity and the link between physical and mental health to community members and employers with a focus on positive messaging.
- Offer cooking classes and food demonstrations for adults and families that include making healthy choices.
- Make it easier for people to access health care by opening a convenience care or minute clinic or by having physicians do outreach in the community.
- Help create healthy environments such as multi-use residential and business districts, fitness facilities and food hubs.
- Help develop and strengthen healthy eating policies in schools, child care centers, workplaces and at Allina Health facilities.
- Sponsor family-friendly and community events such as 5K runs/walks and family events.
- Have doctors write referrals or prescriptions to parks and walking trails.

## Employee survey results

Employees were asked to give their home address zip code and then rank the hospital's identified priorities. The most important priority was coded to a score of 1, so a lower average score indicates a higher priority to the employees. Respondents were then asked to select from among pre-identified options for the role that Allina Health could play in each priority area and were given an opportunity to share the most important thing Allina Health can do and offer any other comments.

**Total Number of Respondents Cambridge Medical Center: 173**

### Rank of Priorities:

1. Mental health (1.45 mean score)
2. Addiction (1.65 mean score)
3. Obesity (2.05 mean score)

### Mental health:

- Allina Health's role (top 3):
  1. Make it easier to use our health care services
  2. Offer classes or support groups related to health issues
  3. Help create environments that make the healthy choice the easy choice
- Most important thing to do:
  - Expand access to providers
  - Increase number of mental health providers
  - Increase education, resources and communication on where to get help in the community
- Comments:
  - Open communication with physicians and medical staff
  - Increased number of facilities for individuals with mental health conditions and addiction
  - Increased number of available appointments for mental health conditions

### Addiction:

- Allina Health's role (top 3):
  1. (tie) Offer classes or support groups related to health issues
  1. (tie) Make it easier to use our health care services
  3. Help create environments that make the healthy choice the easy choice
- Most important thing to do:
  - Increased education, especially in high schools
  - Better options/programs/resources for individuals struggling with addiction
  - Increased control over medications/prescriptions
- Comments:
  - Let individuals know we have help available and resources in the community if they are struggling with an addiction
  - Stronger penalties for drug dealers/people who misuse alcohol or drugs
  - Legal forgiveness for individuals that make strides towards changing their life in a healthier direction

**Obesity:**

- Allina Health's role (top 3):
  1. Help create environments that make the healthy choice the easy choice
  2. Offer classes or support groups related to health issues
  3. Share information about health through seminars, meetings or websites
- Most important thing to do:
  - Offer more affordable fitness centers/discounts on gym memberships for Allina members and their families
  - Increased community education on healthy choices
  - Increased community events
- Comments:
  - More integrative therapies and treatment for weight loss
  - Promote healthy nutrition and active lifestyle in the schools/focus on the school lunch program
  - Better calculation for a healthy weight, BMI is not the best measure

**Additional comments:**

- We need an affordable gym with 24 hours access that offers free classes (YMCA?)
- Healthy weight is a big concern in the community. There needs to be more community programs and activities to educate the community on active/healthy lifestyles.

# Implementation Plan

## Overview of process

After confirming the hospital's top three priorities with the community and gathering community ideas for action, Cambridge Medical Center developed an implementation plan based on the input. This plan outlines the set of actions that the hospital will take to respond to the identified community needs including: goals, objectives and process and outcome indicators with which the actions will be assessed. Existing community resources that address the issue are also listed so as to reduce duplication and identify possible partners.

The Community Engagement Lead for the North Region convened an action planning team in May 2016 to draft an implementation plan. The team that worked on the action plan had also been involved in many of the prior meetings. This team met twice and reviewed strategies gleaned from the community health dialogues and used that input to create the action plan.

The following implementation plan is a three-year plan depicting the overall work that Cambridge Medical Center will conduct to address the priority areas. Yearly work plans will be developed to provide detailed actions.

## Priority 1: Mental health—access, awareness, and prevention

**Resources:** In addition to Cambridge Medical Center, other resources in the community that support mental health include, but are not limited to: faith communities, school district, East Central Crisis Services, Isanti County Family Services, Canvas Health, 7E Adult Mental Health Initiative, Lakes and Pines Action Council and Hope In Action MN.

**Goal:** Improve mental health and wellness for the community through increased access to care, programs and services.

**Objectives:**

1. Advocate for and partner with communities to develop a comprehensive and reliable

continuum of mental health and addiction care, including identifying and eliminating gaps in service.

2. Partner with other providers and community stakeholders to increase awareness of mental health conditions and reduce stigma related to mental health conditions in Isanti County.
3. Promote skill-building and prevention programming for adults and youth to increase resilience and reduce stress.

## Priority 2: Addiction and risky use of substances

**Resources:** Cambridge Medical Center currently addresses addiction in partnership with other community resources such as local school districts, local law enforcement and the Isanti County Sheriff Department, local public health and Partners in Healthy Living (a Statewide Health Improvement Plan initiative).

**Goal:** Increase awareness among community members of all ages about the negative health impacts of use of tobacco/e-cigarettes, alcohol and other drugs.

**Objectives:**

1. Increase the number of programs in Cambridge that educate adolescents about the negative health impact of using tobacco/e-cigarettes, alcohol and other drugs.
2. Increase awareness and utilization of existing programs for community members around decreasing use of tobacco/e-cigarettes, alcohol and other drugs.

## Priority 3: Obesity—eating well, being active, healthy lifestyle

**Resources:** Cambridge Medical Center works alongside other community resources to address this priority, such as Partners in Healthy Living, Statewide Health Improvement Plan (SHIP) programs, local public health, Family Pathways,

local food shelves, local school districts, farmer's markets, area community gardens, Isanti County Parks and Recreation, municipalities and fitness centers.

**Goal:** Improve healthy eating and active living in communities served by Cambridge Medical Center, a part of Allina Health.

**Objectives:**

1. Implement at least six healthy eating skill-building opportunities annually for the community.
2. Support active-living programs and opportunities to increase interest in physical activity.
3. Work with community organizations to improve access to healthy food in the communities we serve through charitable contributions, employee volunteer opportunities and innovative community partnerships.

## Acknowledgments

Staff at Allina Health would like to thank many partners who made this assessment and plan possible:

- Individual community members who offered their time and valuable insights;
- The Improve Group, who facilitated our community conversations;
- Partner organizations that met to review and prioritize data and develop implementation plans, and the individuals who contributed their expertise and experience to ensure a thorough and effective outcome;
- Allina Health and Cambridge Medical Center staff who provided knowledge, skills and leadership to bring the assessment and plan to fruition; and
- Allina Health System Office staff and interns who supported the process throughout, including Christy Dechaine, Sarah Bergman, Brian Bottke and Axmed Siciid.

## Conclusion

Allina Health will work diligently to address the identified needs prioritized in this process by taking action on the goals and objectives outlined in this plan.

For questions about this plan or implementation progress, please contact:

- [Nicki Klanderud](#), Community Engagement Lead for North region at [Nicole.Klanderud@allina.com](mailto:Nicole.Klanderud@allina.com) or
- [Debra Ehret Miller](#), Community Benefit and Evaluation Manager at [Debra.EhretMiller@allina.com](mailto:Debra.EhretMiller@allina.com).

Copies of this plan can be downloaded from our website:

[allinahealth.org/About-Us/Community-involvement/](http://allinahealth.org/About-Us/Community-involvement/).

## Resource commitments

Allina Health will commit both financial and in-kind resources during 2017–2019 to ensure effective implementation of its planned activities to meet the goals and objectives identified.

Resources may include specific programs and services offered by the hospital, staff time devoted to collaborations with others to advance collective work, charitable contributions and employee volunteerism.

## Evaluation of objectives

Throughout the implementation phase, specific metrics will be tracked to document progress toward meeting goals and objectives and make adjustments to the implementation plan as needed. Specific evaluation plans will be established or continued for programs and initiatives as appropriate. Monitoring of population-level metrics and systemwide metrics will also provide context for the health status of communities Allina Health serves and the work of Allina Health overall.

# Appendix

## Allina Health Systemwide Performance Indicators

### Population Health Metrics

The following population-level indicators will be used to provide context and to monitor the community's status related to the identified priorities. Data will be analyzed at the county-level to match the hospital's defined community/communities in the CHNA process.

Healthy Eating and Active Living/Physical Activity		
Adult physical activity	Percentage of adults engaging in no leisure time physical activity	National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP)
Youth physical activity	Percentage of 9th graders who were physically active for 60 minutes or more on at least five of the last seven days	Minnesota Student Survey (MSS)
Adult fruit and vegetable consumption	Percentage of adults eating less than five servings of fruit and vegetables daily	Behavioral Risk Factor Surveillance System (BRFSS)
Youth fruit and vegetable consumption	Percentage of 9th graders consuming at least one serving of a) fruit and b) vegetables daily	MSS
Adult BMI	Percentage of adults who are overweight or obese	BRFSS
Mental Health and Wellness		
Youth suicidal thoughts	Percentage of 9th graders with suicidal thoughts in the past year	MSS
Adult mental distress	Percentage of adults reporting more than 14 days of poor mental health per month	BRFSS
Addiction		
Adult binge drinking	Percentage of adult males having five or more drinks on one occasion and females having four or more drinks on one occasion	BRFSS
Youth drinking	Percentage of 9th and 11th grade students who reported using alcohol within the past 30 days	MSS
Youth illicit drugs	Percentage of 9th and 11th grade students who reported using any illicit drugs (not alcohol or tobacco) during past 12 months	MSS
Adult current smokers	Percentage of adults who currently smoke cigarettes some days or every day	BRFSS
Youth smoking	Percentage of 9th graders who smoked one or more cigarettes, past 30 days	MSS

Aging		
Fall related deaths, 65+	Number of adults age 65 and older who die as a result of a fall related injury (ICD10 codes W00 to W19)	Center for Disease Control and Prevention Wide-ranging Data for Epidemiologic Research (CDC WONDER))
Chronic Conditions prevalence, 65+	Percent of adults age 65+ with a chronic condition	Minnesota Department of Health (MDH)
Access to Care		
Uninsured	Percentage of population without health insurance coverage	MN Access Survey, MN Compass (Rice, Steele and Brown Counties)
Lack of consistent primary care	Percentage of adults who self-report that they do not have a primary care provider	BRFSS

### Systemwide Metrics

The following process indicators will be used to monitor Allina Health progress across the health system during 2017–2019 CHNA implementation phase. These metrics will be pulled from Allina Health records by System Office staff as needed.

Mental Health and Wellness	
Employee volunteerism	Total number of volunteer hours tracked systemwide by Allina Health employees in community on projects and programs related to mental health and wellness.
Charitable contributions	Percent of all charitable contribution dollars given by the Allina Health system to organizations addressing mental health and wellness.
Healthy Eating and Active Living/Physical Activity	
Employee volunteerism	Total number of volunteer hours tracked systemwide by Allina Health employees in community on projects and programs related to healthy eating and/or active living
Charitable contributions	Percent of all charitable contribution dollars given by the Allina Health system to organizations addressing healthy eating and/or active living.
Access to Care	
Charitable contributions	Percent of all charitable contribution dollars given by the Allina Health system to organizations addressing health care access. (Reported for hospitals with health access as a priority in the CHNA).



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