

# Community Health Needs Assessment and Implementation Plan 2014–2016

United Hospital, a part of Allina Health, cares about improving the health of the communities it serves. To do so, United Hospital worked with community partners to conduct a community health needs assessment and develop a specific, local implementation plan to respond to the identified community needs.

## Executive Summary

### HOSPITAL SUMMARY

United Hospital is a part of Allina Health, a not-for-profit health system dedicated to the prevention and treatment of illness through its family of clinics, hospitals, care services and community health improvement efforts in Minnesota and Western Wisconsin. United Hospital is the largest hospital in the Twin Cities east metro area, providing a full range of health care services to more than 200,000 people each year. United's excellent staff, modern facilities and commitment to providing patients with the best care using state-of-the-art technology has helped the hospital attract some of the most renowned and innovative practitioners in the nation. United's employees and medical staff are committed to place patient needs first and treat all individuals with compassion and respect. United Hospital also has a long history of working to improve health in the community it serves through both charitable giving and direct programming efforts which address community health needs and challenges.

United Hospital's community health needs assessment (CHNA) was conducted in collaboration and partnership with community members, community organizations, stakeholders from local public health and internal stakeholders at United Hospital. These partners assisted in the development of the hospital's priorities as well as in building the implementation plan.

### TARGET AREAS AND POPULATIONS

For the purposes of community benefit and engagement, Allina Health divides its service area into nine regions. The region associated with United Hospital is known as the East Metro Region and primarily serves Ramsey County and sections of Dakota and Washington counties in Minnesota. For the East Metro Region Community Health Needs Assessment (CHNA), the focus of inquiry was Ramsey County chosen in part because nearly 50 percent of patients served at United are Ramsey County residents, and generally Ramsey County's socio-economic and health indicators are among the poorest in the entire Twin Cities metro area.

## NEEDS ASSESSMENT PROCESS

The needs assessment plan was based on a set of best practices for community health assessments developed by the Catholic Health Association with the purpose of identifying two to three regional priority areas to focus on for FY 2014–2016. The process was designed to rely on existing public data, directly engage community stakeholders and collaborate with local public health and other health providers. The East Metro Community Engagement Lead and the Community Health Programs Coordinator guided the effort for United Hospital.

The United Hospital assessment was conducted in three stages: data review and setting priorities, community health dialogues and community assets inventory, and action planning. The process began in April 2012 with the development of the CHNA plan and was completed in August 2013 with the final presentation of the assessment and action plan to the United Hospital Community Benefit Advisory Council and the United Hospital's senior leadership team. The following is a description of the assessment steps and timeline created by the CHNA Team.

### DATA REVIEW AND PRIORITIZATION

The data review and priority-setting phase began with the compilation of existing health-related data. Stakeholders reviewed three datasets, including Stratis Health Minnesota County Profiles, Minnesota County-Level Indicators for Community Health Assessment, and County Health Rankings. They then developed an initial list of priorities. Assessment stakeholders used the Hanlon Method, a systematic prioritization process, to rank the health-related issues based on three criteria: size of the problem, seriousness of the problem, and estimated effectiveness of the solution. Stakeholders were then asked to consider the numerical rankings given to each issue along with a set of discussion questions to choose the final priority issues.

The prioritization process identified the following three priority issues for the community:

1. Lack of physical activity
2. Limited access to care
3. Increasing rates of overweight/obesity

## COMMUNITY DIALOGUES

In spring 2013, United Hospital held meetings designed to solicit feedback from the community on how the hospital could most effectively address the selected priority issues. These community dialogues were an opportunity for United Hospital to hear from a broader group of community members, identify ideas and strategies to respond to the priority issues and inform the action planning phase of the needs assessment. A dialogue report summarizes the findings and will guide the development of the implementation plan.

### COMMUNITY ASSETS INVENTORY

Between the community health dialogues and the action planning phase, the Community Engagement Lead and the Community Health Programs Coordinator for United Hospital developed an inventory of existing programs and services within the region related to the priority areas identified in the needs assessment. The inventory included the location of the program (hospital, clinic or community) as well as the target population and community partners. The purpose of the inventory was to identify:

- Gaps in services and opportunities for new work
- Where and with whom there is a lot of work already being done
- Opportunities for partnership and/or collaboration.

### ACTION PLANNING

The final phase of the CHNA process was to develop the implementation plan for United Hospital. The implementation plan is a set of actions that the hospital will take to respond to the needs identified through the community health needs assessment process. United Hospital used its Community Benefit Advisory Council to engage with internal and external stakeholders including Neighborhood House, St. Paul/Ramsey County Public Housing, West 7th Community Center, People Inc., CommonBond Communities, St. Paul Council on Churches, and many others to develop the implementation plan for FY 2014–2016.

The process included four steps:

1. Identifying key goals, objectives and indicators related to the priority issues
2. Reviewing Community Health Dialogues report and Community Assets Inventory
3. Selecting evidence-based strategies and programs to address the issues
4. Assigning roles and partners for implementing each strategy.

## IMPLEMENTATION PLAN

The implementation plan is a three-year plan summarizing the overall work that United Hospital plans to do to address its priority issues in the community. Annual work plans will be developed to provide detailed actions, accountabilities, evaluation measures and timelines.

### Lack of physical activity

**Goal: Increase physical activity through policy, systems and environmental change**

#### INDICATOR

- Increase the proportion of adults and teens who meet current Federal physical activity guidelines for aerobic physical activity and for muscle-strengthening activity

United Hospital's strategy to encourage physical activity in its community will focus on two key areas, increasing public opportunities for physical activity and increasing the overall amount of physical activity among people in the East Metro Region. Planned programs include:

- Encouraging United Hospital employees to participate in community health education events and develop and expand programs which encourage behaviors shown to increase physical activity. *Partners: community centers, after-school programs, school, community organizations*
- Providing financial and volunteer support to organizations focused on serving low income individuals and individuals with disabilities with the goal of increasing physical activity, improving nutrition and reducing food insecurity. *Partners: public health, community organizations, schools, employers*
- Actively participating in community-based initiatives focused on serving low-income individuals with the goal of increasing physical activity, improving nutrition and reducing food insecurity. *Partners: public health, community organizations, schools*
- Explore partnering with local organizations to engage in diabetes intervention program. *Partners: health care providers, community organizations, public schools*

## Limited access to care

**Goal: Improve access to health care for uninsured and underinsured through education, collaboration and support**

#### INDICATORS

- Increase the proportion of people with health insurance
- Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care, dental care, or prescription medicines.

United Hospital's strategy to improve access to care in its community will focus on two key areas, reducing barriers to care and supporting community partners that provide care to the uninsured and underinsured. Planned programs include:

- Continuing work with health care providers to increase screening and early intervention for chronic disease, optic health and mental illness. *Partners: clinics, hospital doctors, public health, community partners*
- Exploring the possibility of enhancing community-based mental health services. *Partners: local mental health roundtables and community health care providers*
- Improving medical transportation options for seniors and low income individuals *Partners: community based organizations*
- Supporting community-based health and human services programs designed to help individuals live independently. *Partners: block nursing programs, community service organization, public health*
- Explore convening a workgroup with the goal of developing a community resource network for low-income, under-insured and uninsured individuals. *Partners: public health, health care providers, block nursing programs, community service organizations*
- Supporting programs that provide financial assistance to low-income, under-insured and uninsured individuals. *Partners: community organizations*

## Increasing rates of overweight/obesity

### Goal: Decrease obesity through outreach, community partnership and support

#### INDICATOR

- Reduce proportion of adolescents and adults who are overweight or obese.

United Hospital's strategy to address obesity in its community will focus on two key areas: supporting and implementing programs that encourage healthy eating in the community, and partnering with community organizations that support healthy living. Planned programs include:

- Explore partnering with local organizations to engage in diabetes intervention programs. *Partners: health care providers, community organizations, public schools*
- Encouraging United Hospital employees to participate in community health education opportunities and develop and expand programs which encourage behaviors shown to reduce obesity. *Partners: community centers, after-school programs, schools, community organizations*
- Providing financial and volunteer support to organizations focused on serving low-income individuals and individuals with disabilities with the goal of increasing physical activity, improving nutrition and reducing food insecurity. *Partners: public health, community organizations, schools, employers*

- Actively participating in community-based initiatives focused on serving low-income individuals with the goal of increasing physical activity, improving nutrition and reducing food insecurity. *Partners: public health, community organizations, schools*

#### CONCLUSION

As a not-for profit hospital, United Hospital is dedicated to improving the health of the communities it serves. This implementation plan is intended to show that the hospital will partner with and support community and clinical programs that positively impact the identified health needs in 2014-2016. In addition, the hospital will participate in system-wide efforts, as part of Allina Health, that support and impact community health. There are other ways in which United Hospital will indirectly address these priority issues along with other needs, such as through the provision of charity care, support of Medicare and Medicaid programs, discounts to the uninsured and more. United Hospital will continue to engage with the community to ensure that the work in the plan is relevant, effective and to modify its efforts accordingly.

The full report for the United Hospital's community health needs assessment can be found at [allinahealth.org](http://allinahealth.org).



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