

# Executive Summary

2023–2025

Community Health Needs  
Assessment and  
Implementation Plan

Every three years, as part of its mission to serve communities, Faribault Medical Center and Owatonna Hospital conduct a federally required Community Health Needs Assessment (CHNA) to examine health in the communities it serves, identify health priorities and develop an action plan to address them.

Annually, the two hospitals serve more than 50,000 patients and their families. Their primary service areas and the focus of the CHNA are Rice County (Faribault Medical Center) and Steele and Dodge Counties (Owatonna Hospital) — suburban and rural communities located in southern Minnesota.

## Community Health Needs Assessment Process

The priorities identified in the previous cycle were exacerbated by the COVID-19 pandemic and require long-term effort to see significant, measurable improvement. As a result, the 2022 CHNA goals were to refine our understanding of 2019 priorities and identify new or emerging community needs that may not be addressed through existing work. For the first time, Allina Health and each of its hospitals also identified prioritized communities in addition to prioritized health topics.

As a community partner, Allina Health collaborates with community members, organizations and policymakers to improve the health of all people in our communities and to focus our community health improvement initiatives and investments to improve health equity. These commitments served as the guiding principles of our CHNA approach, including the process, implementation, and evaluation methods.

Due to their geographic proximity and to efficiently distribute their shared staff resources, the two hospitals completed their CHNA jointly. The process occurred in three steps: data review and prioritization, community input and the development of a three-year implementation plan. The impact of these efforts will be tracked and evaluated over the three-year cycle.

### Data Review and Prioritization

Hospital staff collaborated closely with the community partners to review local data and gather community feedback. More than 20 organizations provided feedback on the CHNA process and findings through discussion in existing collaborations in which hospital staff participate.

Throughout 2021 and early 2022, hospital staff met with community partners to review and discuss select Allina Health patient data and county-specific public health data. Where possible, the data was disaggregated by race and ethnicity to better understand opportunities to increase health equity in the community and among patients seen at Allina Health facilities.

When prioritizing needs, consideration was given to a variety of factors, including, size and severity of the issue and current hospital and community capacity for addressing the issue. Special consideration was given to ensure alignment with local public health's 2020–2025 Community Health Improvement Plans.

#### Based on this process, Faribault Medical Center and Owatonna Hospital will pursue the following priorities in 2023-2025:

- Mental health and substance use
- Social determinants of health and health--related social needs
- Health and racial equity

#### Additionally, the following communities have been prioritized for action:

- People who identify as black, indigenous and/or people of color (BIPOC)
- Communities for whom English is not the primary spoken language
- Youth who identify as Lesbian, Gay, Bi-sexual, Trans, Queer and/or Questioning, Intersex, Asexual and other historically underserved sexual and gender identities (LGBTQIA+)
- People living at or near poverty

## Community Input

To further refine and validate the emerging priorities, hospital staff contracted with the local nonprofit Healthy Community Initiative (HCI) to plan and facilitate three community dialogues. These dialogues focused on gathering input from the following prioritized communities: Latine, LGBTQIA+ youth and Somali residents. In total, 26 people participated.

Dialogue participants described pervasive and universal concerns regarding mental health, particularly among youth. Current events including the COVID-19 pandemic, current socio/economic conditions, experiences of racism and discrimination and the political divide were highlighted as exacerbating mental health concerns across all communities.

Access to healthy food, safe housing and education were mentioned as key factors in all health topics. Every focus group described experiences with racism, discrimination and bias contributing to negative health outcomes in their community. Participants recommended the hospitals expand their efforts to increase the cultural responsiveness of care teams, implement LGBTQIA+ affirming policies and procedures, add more culturally diverse staff, advocate for fair housing practices and seek opportunities to reduce community division.

## 2023–2025 Implementation Plan

Based on community input, Faribault Medical Center and Owatonna Hospital developed strategies and activities they will pursue in 2023–2025. The hospitals will collaborate closely with residents and other agencies. This plan reflects contributions from community partners, Faribault Medical Center and Owatonna Hospital, and Allina Health System Office.

## Mental Health and Substance Use

**Goal 1:** Reduce substance use and improve mental well-being among priority communities.

**Goal 2:** Decrease harm and deaths related to the misuse of opioids.

### Strategies

- Increase advocacy and outreach efforts aimed at increasing access to mental health and substance use services.
- Increase community knowledge and skills aimed at improving mental resilience and reducing substance misuse.
- Increase organizational and community capacity to prevent and reduce harm caused by the use and misuse of opioids, including synthetic opioids.

## Evaluation of 2020–2022 CHNA implementation plan

Between 2020 and 2022, Faribault Medical Center and Owatonna Hospital conducted activities to pursue the health priorities identified in its 2019 CHNA: mental health and substance use; social determinants of health, with a focus on transportation, housing and cultural competency; and obesity, including healthy eating and active living in addition to Allina systemwide priorities.

With community partners, the hospitals implemented community health improvement initiatives, advocated for health-promoting policies and made charitable contributions to community organizations. Highlights include:

- Led the development and implementation of the Health & Happiness Project for Rice and Steele counties. Key achievements of this project include development and distribution of a web-based multi-cultural resiliency toolkit and anti-stigma social media campaigns across the region.
- Faribault Medical Center became host site for the Mobile Opiate Support Team (MOST) coordinator, a community-based Licensed Alcohol and Drug Counselor/Social Worker. In the first six months of 2022, the MOST coordinator had 543 contacts with 44 unique clients.
- Established a partnership with HealthFinders Collaborative to support patients with addressing their health-related social needs.
- Partnered with community organizations to establish the Faribault Diaper Bank. The bank started with a donation of 60 cases of diapers from the hospital. In the first month, 37 families were served through this initiative.
- Provided \$40,000 to support healthy food-related activities and organizations.

A complete description of 2020–2022 achievements is available online at [allinahealth.org/about-us/community-involvement/need-assessments](https://allinahealth.org/about-us/community-involvement/need-assessments).

## Social Determinants of Health and Health-Related Social Needs

**Goal 1:** Establish an adequate supply of housing that is safe, healthy and affordable for people of all income levels, races, ages, and abilities which is suitable for their needs.

**Goal 2:** Increase food security and access to healthy foods for economically challenged communities.

**Goal 3:** Improve access to quality education and community-based programs which support upward mobility and enhance quality of life.

**Goal 4:** Increase a sense of belonging, unity and being valued among priority communities.

### Strategies

- Participate and invest in activities which seek to improve housing stability.
- Increase access to healthy and culturally specific food, particularly locally grown fruits and vegetables, whole grains and high-quality proteins for residents experiencing food insecurity.
- Participate and invest in activities which seek to improve access to a quality education.
- Participate and invest in activities which seek to improve social cohesion.

## Health and Racial Equity

**Goal:** Eliminate preventable disparities in health outcomes among BIPOC and non-white, non-English speaking community members.

### Strategy

- Advance health and racial equity initiatives.

## Evaluation Plans

Hospitals will monitor the general health and wellness of the community. Additionally, each hospital will establish or continue evaluation plans for specific programs and initiatives. Evaluation plans will include process measures, such as participant or partner satisfaction, goal completion, people served and dollars contributed, to monitor reach and progress on planned activities. Where possible, Allina Health will also assess outcome metrics to evaluate the effects of its initiatives on health and related outcomes.

## Conclusion

Through the CHNA process, Allina Health hospitals used data and community input to identify health priorities and priority communities for action in 2023–2025.

Full 2023–2025 Community Health Needs Assessment reports for each hospital are available on the Allina Health website:

<https://www.allinahealth.org/about-us/community-involvement/need-assessments>.

## Acknowledgements

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