

# Community Health Needs Assessment and Implementation Plan 2014–2016

Mercy Hospital, a part of Allina Health, cares about improving the health of the communities it serves. To do so, Mercy 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

Mercy 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. Mercy Hospital, located in Coon Rapids, Minnesota, is a 271-bed nonprofit hospital that serves the northwestern Minneapolis–St. Paul metropolitan area.

Nationally recognized for clinical excellence and compassionate care, Mercy offers a wide range of specialty services:

- Cancer Center
- Heart and Vascular Services
- Emergency and Trauma Care
- Orthopedics and Neurosciences
- Mental Health Services
- Surgical Services and da Vinci System
- Women’s and Children’s Services.

Mercy Hospital conducted its community health needs assessment (CHNA) in collaboration and partnership with community members, community organizations, stakeholders from local public health, and internal stakeholders at Mercy Hospital and Unity 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 Mercy Hospital is known as the Northwest Metro Region and primarily serves Anoka County in Minnesota. For the Northwest Metro Region community health needs assessment (CHNA), the focus of inquiry was Anoka County.

## 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 Northwest Metro Region Community Engagement Lead guided the effort for Mercy Hospital.

The Mercy 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 Mercy and Unity Hospitals' Northwest Metro Community Health Advisory Council. 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 two priority issues for the community:

1. **Chronic disease prevention and management**
2. **Childhood obesity**

## COMMUNITY DIALOGUES

In spring 2013, Mercy 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 Mercy 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 for Mercy 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 Mercy 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. Mercy Hospital used its Community Benefit Advisory Council to engage with internal and external stakeholders, including representatives from Anoka County Public Health, local school districts, the YMCA, community faith organizations, Anoka County Head Start, the Lee Carlson Mental Health Center, the Mercy Hospital Auxiliary, and representatives from our Community Wellness and our Faith Community Nurse programs who met over three meetings 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 depicting the overall work that Mercy 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.

### Chronic disease prevention and management

**Goal: Promote effective strategies for prevention, detection, treatment and management of chronic disease**

#### INDICATORS

- Increase the number of adults who are screened for chronic diseases
- Increase the proportion of adults who meet current physical activity guidelines for aerobic physical activity and muscle-strengthening activity.
- Increase the number of adults who are able to monitor and manage their chronic conditions.

Mercy Hospital will work to improve the health of both the underserved and the older adult population who are affected or potentially affected by chronic disease. Increasing the number of people that are screened and identified as 'at risk' will increase the number who are educated and referred for appropriate health care or services. Partnering with other community organizations will expand the outreach into our community. Planned strategies include:

- Conduct targeted community and population focused screenings. Screenings may be general or disease specific.
- Explore methods to reach older adults, who are isolated, not normally seen by health care providers, and/or are not reached by present outreach efforts.
- Provide health education and information related to disease prevention, self-management, and access to care.
- Inventory, identify, and develop resources that promote healthy lifestyles and address high risk individuals.

- Promote or create public awareness and promote resources, wellness activities, or healthy lifestyles.

### Childhood obesity

**Goal: Reduce risk factors for childhood obesity**

#### INDICATOR

- Reduce the prevalence and incidence (new and existing) of overweight and obese children.

Mercy Hospital's strategy to address childhood obesity will focus on the reduction and prevention of childhood obesity and reduction of risk factors known to be contributors to youth obesity. A guiding principle will be the importance of involving parents and entire families in these efforts. Programs will focus on:

#### Education

- Increasing awareness and education through specific programs and activities such as:
  - Healthy Eating
  - Healthy meal preparation
  - Concept of balanced meals
  - Gardening
- Physical activity
- Community and school health fairs
- Community and school educational programs
- Holistic health focus – physical, mental, social and spiritual
- Stress Reduction and balanced lifestyles

#### Outreach & Capacity Building

- Improve access by increasing the number of local offerings,
- Coordinate efforts by utilizing existing partners and using a 'train the trainer' model that will expand the impact by reaching more people
- Recruit and develop an advisory team that reflects the targeted community
- Expand the depth of outreach to schools by offering screening, education and follow-up for "at risk" children
- Expand the role of the Faith Community Nurse Program & our Wellness Program to include youth obesity focus

#### Awareness of Resources

- Improve awareness through health care providers, the Faith Community Nurse Program, the Wellness Program and community partners

## CONCLUSION

As a not-for profit hospital, Mercy 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 Mercy Hospital will indirectly address these priority issues along with other needs, through the provision of charity care, support of Medicare and Medicaid programs, discounts to the uninsured and more. Mercy 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 Mercy Hospital’s community health needs assessment can be found at [allinahealth.org](http://allinahealth.org).



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