

Milbank Area Hospital

Avera 

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Community Health Needs Assessment FY2013

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INTRODUCTION

Milbank Area Hospital Avera conducted a Community Health Needs Assessment in 2013. This assessment has identified the health care community's strengths, determined the health care needs not met in Milbank and its service area, and proposes an implementation strategy to address the unmet health care needs.

The Patient Protection and Affordable Care Act enacted March 23, 2010, contains new requirements for tax-exempt hospitals to complete a Community Health Needs Assessment at least once every three years. The objective is to identify the health needs of our community enabling the hospital to plan and deliver the most effective services and programs to address the needs that were identified in the assessment. It is required that the assessment include input from individuals who represent the broad interests of the community served, including those with special knowledge or expertise in public health. This process creates a collaborative partnership with other entities in the community and service area to address the needs of their mutual patient populations.

The Community Health Needs Assessment for the Milbank Area Hospital Avera service area, is based on information relevant to current services offered, geographic area, primary and secondary service areas, and data collected related to health findings, access to care, and community needs.

DESCRIPTION OF HOSPITAL CAMPUS

Facility Profile

Milbank Area Hospital Avera is a 25-bed critical access hospital located in Milbank, S.D. (population 3,353). Milbank is located in the northeastern corner of Grant County and is 12 miles from the Minnesota border to the east and is 60 miles from the North Dakota border to the north.



The hospital is a member of the Avera Health system of care, based out of Sioux Falls, S.D. A health ministry rooted in the gospel, the mission of Milbank Area Hospital Avera is to make a positive impact in the lives and health of persons and communities by providing quality services guided by Christian values. Originally named St. Bernard's Providence Hospital, the facility was the dream and product of Bishop Mahoney of Sioux Falls, S.D. and Fr. J.J. O'Neill, then pastor of St. Lawrence Catholic Church, Milbank, S.D.

In 1920, Fr. O'Neill brought the Daughters of St. Mary of Providence from Chicago to Milbank to operate the hospital. They did so for more than 82 years. The current hospital building was constructed and added to the campus in 1968 to meet the community's growing health care needs.

Milbank Area Hospital Avera's services include inpatient medical, inpatient/outpatient surgical, obstetrics, physical therapy, occupational therapy, speech therapy, respiratory therapy, chemotherapy, sleep study lab, cardiac rehab, home health, hospice, durable medical equipment, radiology, laboratory, and clinic care. The facility, in its entirety, has 110 employees. The Milbank hospital, along with Avera Health, features technologically advanced equipment to improve emergency and consulting care through "eServices", a connection that provides rural clinicians 24-hour access to board-certified intensivists, emergency physicians, and experienced nursing staff. Avera's telehealth network ensures that all patients, regardless of location, have timely and efficient access to the care they need. The Milbank hospital had 453 inpatient admissions and 10,900 outpatient visits in FY2012.

Milbank Area Hospital Avera was recently named one of the Top 100 Critical Access Hospitals in the United States. This recognition comes from iVantage Health Analytics and is determined by the Hospital Strength Index™. This honor is the first-ever comprehensive rate of Critical Access Hospitals and the results recognized the Top 100 Critical Access Hospitals that provide a "safety net" to communities across rural America measuring them across 56 different performance metrics in three categories: market conditions, clinical and operational performance, and financial and qualitative outcomes.

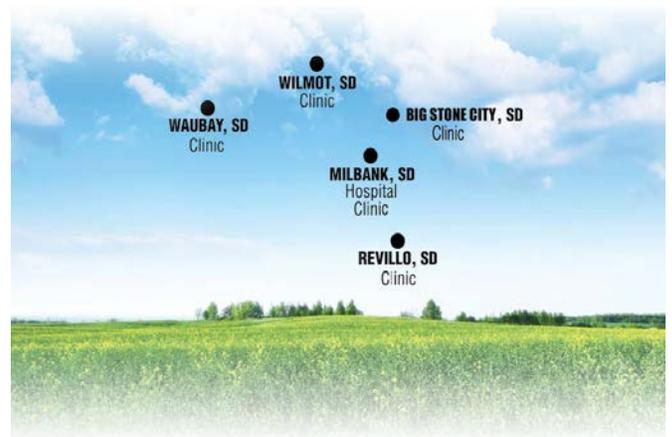


Governance

On July 1, 2002 the Daughters of St. Mary of Providence sold the hospital to the community-based organization, the Northeast South Dakota Healthcare Foundation (NESDHCF). Upon acquiring it, NESDHCF signed a management lease with Avera McKennan Hospital & University Health Center located in Sioux Falls, S.D. Avera Health system is a large rural-based health system located in Sioux Falls, SD. It serves facilities in South Dakota, Minnesota, Nebraska, and Iowa. The hospital was officially renamed Milbank Area Hospital Avera upon execution of the NESDHCF lease. The NESDHCF is a nine-member Board, which also serves as the advisory board to Milbank Area Hospital Avera.

Primary Care Services

Avera Medical Group Milbank is the primary care clinic. It is a provider-based rural health clinic of the Milbank Hospital. It is located across the street to the north of the hospital. The clinic was built in 1984 (then Milbank Medical Center). Due to growth, an expansion project was completed in 2004 enabling six physician pods to exist. Avera Medical Group Milbank supports four satellite clinics located in Big Stone City, 12 miles to the east; Reville, 20 miles to the south; Waubay, 35 miles to the west, and Wilmot, 20 miles to the north. These satellite clinics serve Day, Grant, Roberts and Big Stone counties. In FY2012 there were a total of 20,500 clinic visits.



Medical staff consists of three family practice physicians and two general surgery/general practice physicians for a total of five physicians. In addition, there are five mid-level providers that service the four satellite clinics and assist at the clinic, totaling ten full-time providers.

The facility and its employees support and participate in community activities, volunteer their time, and serve on local committees and boards. Milbank hospital and clinic employees raise approximately \$8,500 annually for the Grant County “It Only Takes A Spark” campaign. This funding is used to support those burdened with a cancer diagnosis. Additionally, employees contribute approximately \$3000 annually to the Grant County Combined Appeal, which is used to financially support many community groups and causes.

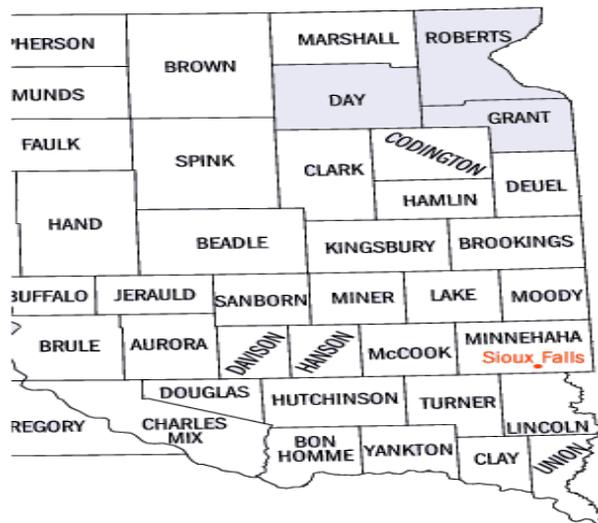
Specialty Care Services

Milbank Area Hospital Avera and Avera Medical Group Milbank partner with 15 specialty physicians to bring outreach services to the community. The physicians travel distances between 50 to 140 miles and come from Aberdeen, Watertown, and Sioux Falls. These specialties include audiology, dietetics, cardiology, ENT, nephrology, oncology and hematology, ophthalmology, orthopedics, pain management, podiatry, and urology. It proves to be a strong network of physicians that are valued by the community of Milbank and the surrounding area. It is felt this is essential to ensuring long-term success in caring for our community members.

In addition to the specialists who provide services on the campus, there is also access to over 70 additional specialists available via eConsult (telehealth). This provides specialist consultations to patients upon recommendation of their primary provider. The consult is obtained using two-way video technology. The Milbank hospital is one of the highest users of eConsult within the Avera Health system. Specialties primarily used include dermatology, pulmonology, infectious disease, wound care, internal medicine, oncology, ENT, and pediatric specialists.

Service Area Profile

Milbank Area Hospital Avera's service area consists of the South Dakota counties of Day, Grant, Roberts, and Big Stone County, Minnesota. Grant County is considered the primary service area and the other counties are considered secondary. The Milbank hospital inpatient hospital admission study indicates 76 percent of hospital admissions are from Grant County, 9 percent from Roberts County, 3 percent from Day County, 3 percent from Big Stone, M.N. County and the remaining 9 percent from various counties.



Grant County’s population is 7,356 according to the 2010 census. This is a 6.3 percent decrease from 2000. Its residents are predominantly white and English speaking. The median age is 45 years old compared to the state of South Dakota at 36.9 years old.

The service area only encompasses a portion of the secondary counties. The following is the population of communities where satellite clinics are located: Big Stone City (Grant County) – 467; Reville (Grant County) – 119, Waubay (Day County) – 576, and Wilmot (Roberts County)– 492.

Age Breakdowns	Grant County		State of SD	
	Total	% of Total	Total	% of Total
Under 5 years	436	5.93%	59,621	7.3%
5 to 9 years	420	5.71%	55,531	6.8%
10 to 14 years	508	6.91%	53,960	6.6%
15 to 19 years	498	6.77%	57,628	7.1%
20 to 24 years	279	3.79%	57,596	7.1%
25 to 34 years	757	10.29%	105,429	12.9%
35 to 44 years	766	10.41%	93,112	11.4%
45 to 54 years	1279	17.39%	116,918	14.4%
55 to 64 years	1050	14.27%	97,804	12.1%
65 to 74 years	672	9.14%	57,627	7.1%
75 to 84 years	472	6.42%	39,728	4.9%
85 years and over	219	2.98%	19,226	2.4%
Total population	7356	100.0%	814,180	100.0%
65+	1363	18%	116,581	14.3%

According to the U.S. Census Bureau in 2010, the annual median household income for Grant County was \$42,625 which is a 29 percent increase from 2000, compare to the state average of \$48,010. Labor force statistics for Grant County indicate a 4.9 percent unemployment rate in 2012, compared to 5.3 percent in 2011 and 5.2 percent in 2010. Families and their children are generally considered poor if their incomes are insufficient to pay for all their basic daily living needs. When a family’s basic needs are not met, children’s well-being is put at risk. Poverty adversely affects a child’s physical and emotional health, daily living conditions, family stability, educational achievement, and overall well-being. In 2011, 6 percent of the population in Grant County lived below the poverty level (\$22,811/ year for a family of four). Grant County has a higher percentage than South Dakota for children under age 6 with both parents in the workforce, 79 percent compared to the South Dakota average of 76 percent.

Qualifying families for free and reduced price school lunches for 2011-2012 reflect 30 percent in the Milbank School District, Grant Deuel School at 48 percent, and Big Stone City School at 52 percent.

Milbank Area Hospital Avera is the only hospital in Grant County. It is located approximately 15 miles west of Ortonville Area Health Services in Ortonville, M.N., approximately 45 miles east of Prairie Lakes Healthcare System, in Watertown, S.D. and approximately 45 miles south of Coteau Des Prairies in Sisseton, S.D. These facilities are located in the secondary service area counties of Big Stone County in Minnesota and Day and Roberts Counties in South Dakota.

An understanding of the health of a community is very dependent on population trends and demographic characteristics. Population and demographic data are used to project disease incidence, determine present and future community needs for healthcare services, and estimate the number of physicians needed to adequately serve an area.

Replacement Building Project

In 2011, the decision was made to construct a new medical campus. This decision was made after working for several years on strategic planning and after carefully considering the various options, risks, costs and needs. The new campus will be constructed on a newly purchased plot of 18 acres of land which will accommodate an approximately 71,000 square foot building. The new campus will replace the existing infrastructures of Milbank Area Hospital Avera and Avera Medical Group Milbank. This decision is a result of a master facility planning process and findings, that the existing structures are inadequate to meet the current needs of the community. Reinvesting in the facilities and technology ensures the hospital is up-to-date, which is an important investment in the health of our rural community. Sites were analyzed based on criteria such as available infrastructure, proximity to infrastructure and schools and residential neighborhoods for emergency routes, easy access for vehicles and pedestrians, and general visibility and connection to Milbank. Goals of the new facility include a focus on technology, expanded space that will enhance the patient experience, an environment that is inviting and patient friendly, and additional space for primary and outreach specialty care. Ground breaking is expected to occur in the spring of 2014 with an anticipated completion date in late 2015.



ASSESSMENT PROCESS – QUANTITATIVE DATA

Milbank Area Hospital Avera began the Community Health Needs Assessment by gathering the most recent statistics about public health from county, state, and national resources. The County Health Rankings website provides health information on nearly every county in the nation. Published by the University of Wisconsin Population Health Institute and the Robert Wood Johnson Foundation, this resource helps counties and other organizations like Milbank Area Hospital Avera understand what influences health. Counties receive two summary ranks: Health Outcomes and Health Factors. Each of these rankings represents a weighted summary of a number of measures. Health outcomes represent how healthy a county is while health factors represent what influences the health of the county. Grant County ranks 44 on health outcomes and 24 on health factors out of the 57 counties in South Dakota that were ranked.

According to data obtained from the 2013 County Health Rankings, Grant County exceeded the national benchmark for obesity, which is currently at 25 percent. Grant County has 33 percent of the adults reporting a BMI greater than or equal to 30 percent. The state of South Dakota reported an adult obesity rate of 30 percent. Grant County also has a higher physical inactivity rate than the state and national rate.

Many chronic diseases are linked to obesity, including heart disease, stroke, type 2 diabetes and certain types of cancer. Focus group participants also expressed a need for obesity prevention and resources for all ages.

The following are highlights from the County Health Rankings. Findings include:

	<u>Grant County</u>	<u>State of SD</u>	<u>U.S.</u>
Percent of adults who report smoking	21%	18%	13%
Adult obesity	33%	30%	25%
Physical inactivity	31%	26%	21%
Poor or fair health	18%	11%	10%
Poor physical health days (per month)	2.9	2.8	2.6
Poor mental health days (per months)	4.4	2.6	2.3
Percent of female Medicare receiving mammo screening	78%	70%	73%
Percent of diabetic Medicare receiving HBA1C screening	87%	84%	90%

Source: www.countyhealthrankings.org

In a study by the CDC National Health Profiles by County per 100,000 lives:

	<u>Grant County</u>	<u>State of SD</u>	<u>U.S.</u>
Percent low birth weight infants	6.4%	6.6%	8.2%
Heart Disease	166.7	191.3	190.9
Malignant Cancer	139.3	188.1	178.4
Cerebrovascular Disease (stroke)	58.1	47.0	45.1
Accidents	37.9	47.8	41.0
Alzheimer's Disease	38.7	36.3	22.7
Diabetes Mellitus	26.9	26.9	23.7

Source: South Dakota Vital Statistics Reports (2008 & 2010)

ASSESSMENT PROCESS – QUALITATIVE DATA

CHNA Focus Groups

Milbank Area Hospital Avera held five focus groups to seek the input of community and health leaders. The goal of these focus groups was to identify unmet healthcare needs, underserved populations, and limited access to care in our primary service area. The focus groups were conducted involving the general public, all aspects of health care, a service organization, key community leaders, city and county government including law enforcement, school nursing and administration, and church officials in addition to individuals with special knowledge in public health including programs for the elderly and the local recreational facility. There were 75 individuals who attended the various sessions. A community member who has a related skill set and background in community and health care services assisted in preparing and conducting the focus groups.

Personal Interviews

To gather more specific information related to the underserved of the community, personal interviews were held with the county's public health nurses and the Grant County social worker. The county health office focuses a majority of its time on women, infants and children. The needs vary from education, food vouchers, car seat distribution, administration of immunizations, to providing basic knowledge on daily living skills.

The efforts of the Grant County social worker are solely devoted to the underserved and unemployed individuals of the county. Many of these individuals have unmet mental health needs, lack of or no transportation particularly for out-of-town medical appointments, no funding for prescription medications and unpaid household utilities that are at risk of getting shut off. The

social worker also oversees the 60's Plus Dining Program, Headstart, weatherization program, and local food pantry. A local organization, Christian Services, provides oversight to the local thrift store where donations of various items are collected from the community and then sold in a retail fashion. Through these efforts over \$100,000 is collected annually. This revenue is then used to provide funding to individuals who seek services through this office and to stock the food pantry. The pantry offers services to 150-200 families annually.

In conjunction with the Christian Services organization, there are two additional community sponsored funding sources that supplement the needs of the sick, underserved, and unemployed. One organization is Combined Appeal. Donations are collected through a local fund drive that support and assist various local organizations, such as the Heart Board and Cancer Board, whose purpose is to offer financial support to those who have needs caused by a health condition. Approximately \$120,000 is raised annually. Employees of the hospital and clinics contribute approximately \$3,000 annually to the Grant County Combined Appeal. The second organization is a community drive, "It Only Takes a Spark" Cancer Walk, to raise funds that are provided to offset the medical expenses of individuals who are battling cancer. Annual fundraising efforts collect between \$90,000 - \$100,000. The Milbank hospital and clinic employees raise approximately \$8,500 for this cause.

FINDINGS AND PLAN

Upon the completion of the Community Health Needs Assessment process, various needs were identified in 2013. The following are the needs that were identified to be the most prevalent throughout the process and were determined by a prioritization process.

- *Primary care physician access*
- *Promotion of general health and management of chronic diseases*
- *Mental health access*

One additional need that arose was the lack of kidney dialysis available in our community. It is currently offered at a facility 12 miles to the east. However, it was felt by the focus groups that there continues to be a need in our community. There will be additional information collected on the potential start up of this service. This information will be the basis for further research and final determination.

These needs will be the area of focus for 2013-2016. Plans are based on current status and may need to be adjusted after further evaluation of findings during the implementation process.

Primary Care Physician Access

Finding:

Health care needs, population age and demographics, and physician demographics contribute to the development of a physician recruitment model. There are a number of factors that influence the final population-to-physician ratio in a particular market. Primary care physicians in a rural market have an expanded scope of practice to compensate for the lack of specialty physicians.

It was reflected through personal interviews and focus groups that the local medical staff are quality driven and dedicated. However, there are great concerns with the continuance of the existing model. A physician resigned in the summer of 2012 which decreased the number of physicians from six to five. One of the five physicians is leaving for a one-year sabbatical beginning in July 2013. Two of the remaining physicians are over 70 years of age and are planning for retirement. These two physicians are also general surgeons. Lack of general surgery in the community is of great concern.

Physician-to-population ratios for our community indicate a significant need to recruit physicians. Currently, the ratio suggests that the Milbank area is able to support an additional 3.40 physician FTE's.

Plan:

To meet patients' needs, physician recruitment will be top priority. Milbank Area Hospital Avera will expand recruitment efforts. Currently, the hospital and clinic has engaged two physician recruitment firms to assist in the recruitment of two family practice physicians, an OB/GYN specialist, and a general surgeon. Additionally, conversations will occur with local individuals who are pursuing medical degrees and continue to work with local high school students who have medical career interests with the intent of recruiting them to Milbank. Our participation with the State's medical school and residency program continues. We have recently been selected as a site for the state's medical school's Frontier and Rural Medicine Program. We also have been approved by the residency program as a rural rotation site. Participation with these programs offers medical students and residents rural rotations that are needed to fulfill their obligations, but it is also seen as a way to provide exposure to our community's offerings.

To ensure an adequate provider-to-patient ratio and meet the community health needs, Milbank Area Hospital Avera will determine if recruitment efforts should be expanded to include hiring additional mid-levels. South Dakota Department of Health's Office of Rural Health has recently notified Milbank Area Hospital Avera of its eligibility to participate in the Recruitment Assistance Program. By utilizing this financial incentive, a competitive financial package can be offered to interested candidates.

Promotion of General Health and Management of Chronic Diseases

Finding:

In the face of reform, there will be a heightened sense of urgency for chronic disease management. Patient reimbursement will be based on outcomes and the ability to coordinate episodes of care. Concerns arose in the focus groups relating to these same issues but in regard to personal needs. Conversations occurred regarding the need to have opportunities to gain additional knowledge on relevant medical topics such as obesity, diabetes, high blood pressure and wellness. There was an interest expressed for appropriate preventative screenings.

Plan:

It is the intent of Milbank Area Hospital Avera to provide to the community preventative care activities that support health and wellness. Expanded efforts will occur to sponsor and participate in annual health events, farm shows, and other events that promote healthy living. At each of these events, educational material and presentations will be provided to the public in addition to conducting seminars on improving active lifestyles and healthy living. Many avenues may be utilized including collaborating with additional businesses in the community, creating additional publications, and sponsoring events such a women's event held earlier this spring. As health care legislation evolves, Milbank Area Hospital Avera efforts will be evaluated and adjusted accordingly

Mental Health Access

Finding:

According to the National Alliance of Mental Illness, close to 30,000 adults in South Dakota live with serious mental illness and about 9,000 children live with serious mental health conditions. Information from the County Health Rankings also revealed a higher number of physically and mentally unhealthy days per month being reported in Grant County than at the state and national levels. In the Milbank Area Hospital Avera service area, behavioral health services is an ongoing need. Issues raised by medical staff, behavioral health professionals, and focus group attendees include:

- Need for better continuum of care and coordination of care for mental health patients
- Lack of infrastructure in Milbank area to handle mental health patients including holding patients waiting to be transferred to a psychiatric hospital
- Resources for teens and parents who need assistance with teen behavioral issues.

Plan:

Milbank Area Hospital Avera will work with the local Human Service Agency and other mental health professionals to evaluate how the community can best serve the needs of behavioral health patients. Milbank Area Hospital Avera will seek collaboration with other organizations to discuss the possibility of expanding additional services to Milbank.

The entity of Avera Medical Group is studying care coordination. Primary care clinics will explore the utilization of a master's prepared social worker as part of the clinic care coordination team. Avera Medical Group Milbank will become part of these care coordination efforts.

Avera eServices is discussing the possibility of developing an eBehavioral Health service line. The discussion is that Avera Behavioral Health Hospital in Sioux Falls, S.D. could serve as a hub for eConsult or eCounseling, whereby electronic access would be given to a patient's medical record in Milbank, S.D. and a social worker, counselor, psychologist, or psychiatrist, specializing in pediatric or adult care could be available on an emergent basis or scheduled for routine appointments. Milbank Area Hospital Avera will work with the Avera eServices team on the development of this service line.