Fiscal Years 2016, 2017, and 2018
Community Health Needs Assessment
Implementation Plan

Avera De Smet Memorial Hospital
De Smet, SD
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INTRODUCTION

Avera De Smet Memorial Hospital Profile
Avera De Smet Memorial Hospital is owned by the City of De Smet and leased to Avera Queen of Peace Hospital located in Mitchell, South Dakota. Avera De Smet Memorial Hospital has a local advisory board with representation on the Avera Queen of Peace Hospital governing board. This allows the medical center to grow and advance, providing access to modern health care close to home.

Avera De Smet Memorial Hospital is a six bed critical access hospital with two emergency rooms and provides a variety of inpatient and outpatient care. Revenue data indicates 80% of services provided are outpatient and 20% of services are inpatient care.

On November 19, 2015, the National Organization of State Offices of Rural Health (NOSORH) recognized hospitals during the National Rural Health Day celebrations. Avera De Smet Memorial Hospital was one of 17 Rural Hospitals in South Dakota recognized for Excellence in Patient Satisfaction - Top quartile performers in the Patient Perspective pillar of Hospital Consumer Assessment of Healthcare Providers and Systems (HCHAPS) “Willingness to recommend.” Avera De Smet Memorial Hospital is a South Dakota Department of Health accredited Trauma Receiving Facility, and has been a member of the American Hospital Association since 2008.

Mission
Avera is a health ministry rooted in the Gospel. Our mission is to make a positive impact in the lives and health of persons and communities by providing quality services guided by Christian values.

Vision
Working with its partners, Avera De Smet Memorial Hospital will provide a quality, cost-effective health ministry which reflects Gospel values. We will improve the health care of the people we serve through a regionally-integrated network of persons and institutions. We will exceed the expectations of those we serve.

Values
Compassion: The compassion of Jesus, especially for the poor and sick of body and spirit, shapes the manner in which health care is delivered by Avera De Smet Memorial Hospital ‘s employees, physicians, administrators, volunteers and sponsors. Compassionate caring is expressed through sensitive listening and responding, understanding, support, patience and healing touch.

Hospitality: The encounters of Jesus with each person were typified by openness and mutuality. A welcoming presence, attentiveness to needs, and a gracious manner, seasoned with a sense of
humor, are expressions of hospitality in and by the Avera De Smet Memorial Hospital community.

Stewardship: Threaded through the mission of Jesus was the restoration of the entire world to right relationship with its Creator. In that same spirit and mission, the members of Avera De Smet Memorial Hospital treat persons, organizational power and earth’s resources with justice and responsibility. Respect, truth and integrity are foundations to right relationships among those we serve, and those who are served.

Standards of CARE – Communication, Attitude, Responsiveness, and Engagement
The standards of CARE set expectations for employees in the way they interact with others in the organization including patients, visitors, coworkers, physicians, etc.

COMMUNITY SERVED

Avera De Smet Memorial Hospital’s service area is defined as the City of De Smet and Kingsbury County with 84% of all outpatient services, ER visits, and admissions from Kingsbury County. All residents in Kingsbury County are considered a part of the assessment, including those that are medically underserved, low-income or minority, and all patients without regard to how much they pay for care or whether they are eligible for financial assistance.

Kingsbury County is located in the eastern portion of South Dakota with a population of 5,148 according to the 2010 census. The county was created in 1873, organized in 1880 and named for two brothers, George W. and T. A. Kingsbury of the prominent Kingsbury family, who were involved in the affairs of Dakota Territory and members of several Territorial Legislatures.

De Smet is the county seat of Kingsbury County and is centrally located. According to the 2010 U.S. Census Bureau De Smet has a population of 1,089. Renowned as the home of Laura Ingalls Wilder, American pioneer and children’s author of the famous “Little House on the Prairie” books, the town of De Smet has become an attraction stop for tourists traveling through South Dakota.

SIGNIFICANT HEALTH NEEDS

Avera De Smet Memorial Hospital partnered with the City of De Smet; De Smet Development Corporation; De Smet Chamber of Commerce; De Smet Event and Wellness Center; and De Smet, Iroquois, and Arlington School Districts. Lake Preston school district declined participation. This partnership completed the second Community Health Needs Assessment (CHNA) which assessed the health care needs of the community, identified priority health issues, and recommended measures to improve the health of community members.
The five priorities are more medical doctors locally, affordable housing, high cancer rates, need for mental health, and senior transport and activities. Avera De Smet Memorial Hospital leadership three year implementation plans will focus on the following prioritized needs:

- **More Medical Doctors locally (Access to Care).** Kingsbury County is currently designated as an underserved population with a Health Professional Shortage Area (HPSA) score of 8 (0-25). Avera De Smet Memorial Hospital will initiate medical doctor recruitment efforts through the Avera Queen of Peace Physician Recruiter. Tactics for recruitment include identification of grants and school loan forgiveness programs for the underserved area as identified by South Dakota Department of Health Office of Rural Health.

- **High Cancer Rates (Wellness and Prevention Education and Screening).** Avera De Smet Memorial Hospital will address this concern by offering wellness and cancer screenings through various events, such as an annual Health and Wellness Fair and marketing campaigns.

- **Mental Health (Behavioral Health).** Avera De Smet Memorial Hospital will collaborate with Avera Queen of Peace to address the need for mental health services through satellite clinics or telemedicine.
## THREE-YEAR IMPLEMENTATION PLAN

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Objective</th>
<th>Measure/Indicators</th>
<th>Specific Action/Strategies/Resources</th>
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<tbody>
<tr>
<td>Provide the residents of Kingsbury County better access to care locally.</td>
<td>A) Recruit more local medical doctors to our area.</td>
<td>A.1. Increased local community members utilizing local medical doctors by 5%.</td>
<td>A.1.a. Use Avera Queen of Peace Physician Recruiter. A.1.b. Research Office of Rural Health grants and loan forgiveness programs for underserved areas.</td>
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<td>B) Recruit more medical doctors to our area for outreach services.</td>
<td>B.1. Increase the number of outreach providers coming to the area.</td>
<td>B.1.a. Utilize marketing to educate community on outreach providers available at hospital and clinics. B.1.b. Recruit new outreach service providers including, but not limited to Internal Medicine, Orthopedics, Pediatrician, Optometrist, ENT Specialist, and Urologist.</td>
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<td>C) Recruit more providers to be credentialed to provide eCare Telemedicine services in our area.</td>
<td>C.1. Increase Telemedicine patient visits by 5% over the next 3 years.</td>
<td>C.1.a. Utilize marketing of current telemedicine services. C.1.b. Recruit a wider variety of telemedicine providers including but not limited to Endocrinology, Pulmonology, and Behavioral Health.</td>
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<td>D) Improve home health services in our service area.</td>
<td>D.1. Increase options for home health services locally.</td>
<td>D.1. Explore expansion of Avera@Home Services within service region.</td>
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<td><strong>Goal 2</strong></td>
<td><strong>Objective</strong></td>
<td><strong>Measure/Indicators</strong></td>
<td><strong>Specific Action/Strategies/Resources</strong></td>
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| Provide and promote prevention and wellness education and screening opportunities to community members locally. | A) Provide and promote cancer prevention and wellness education and screening opportunities locally. | A.1. 5% of Kingsbury county residents will participate in cancer screening opportunities. | A.1.a. Offer screening options at discounted rates.  
A.1.b. Provide and promote cancer prevention at local community health fair. |
| | B) Provide and promote chronic disease management prevention and wellness education locally. | B.1. 25 Kingsbury County residents will participate in the Better Choices, Better Health educational sessions by January 2018. | B.1.a. Use marketing to promote Better Choices, Better Health program.  
B.1.b. Coordinate with Faith Community Nursing patients for referral to the educational sessions. |
<p>| | C) Promote overall health education and awareness by supporting and participating in community events. | C.1. Have at least 150 people attend the annual community Health and Wellness fair. | C.1. Offer a variety of vendors and health care information to inform and educate visitors. |</p>
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<th>Goal 3</th>
<th>Objective</th>
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<th>Specific Action/Strategies/Resources</th>
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<td>A) Provide mental health screenings with primary care providers.</td>
<td>A.1. 10% of local county residents would complete a screening when visiting a local provider.</td>
<td>A.1. Use evidence based methods to perform mental health screenings, identify patient needs and refer to appropriate provider as needed.</td>
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<td>A.2. Increase the number of behavioral health screenings (PHQ9) completed at wellness visits.</td>
<td>A.2. Provide behavioral health screenings (PHQ9) to be completed with wellness visits in clinics for care transitions program and Faith Community nursing patients.</td>
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<td>B) Increase the number of options and supports for patients seeking behavioral health services.</td>
<td>B.1. Increase the number of resources available for patient referral and improve access to care.</td>
<td>B.1.a. Research opportunities for addition of behavioral health to be offered as an eCare Telemedicine visit.</td>
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<td>B.1.b. Better Choices, Better Health attendees to be educated on healthy coping mechanisms.</td>
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<td>C) Increase community awareness and education of local services provided to community members.</td>
<td>C.1. Increase amount of marketing to community regarding services and educational opportunities through a variety of promotional tools.</td>
<td>C.1.a. Utilize marketing to promote current local mental health professionals.</td>
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<td>C.1.b. Promote Grief support group that meets locally under the direction of the Faith Community Nurse.</td>
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NEXT STEPS

Avera De Smet Memorial Hospital leadership will designate leaders within the organization to develop collaborative implementation strategies that include representatives from the community for each of the goals based on the CHNA. Leaders will work with the regional Community Health Coordinator to:

- Identify existing resources
- Collaborate with professionals within Avera and community organizations
- Lead the team
- Develop a work plan
- Coordinate accomplishment of work plan objectives
- Communicate with leadership and the community

SIGNIFICANT HEALTH NEEDS NOT ADDRESSED

Though Avera De Smet Memorial Hospital is a leader in identifying the needs of the community, some needs fall outside the span of control of the hospital. Unmet needs identified by the 2016 Community Health Needs Assessment will be addressed by recommended community organizations. These unmet needs include:

- **Affordable Housing.** The City of De Smet and the Housing Committee will take the lead on this priority and will explore grants, investors, city funds, bonds or loans.

- **Senior Transportation and Activities.** The City of De Smet, the Events and Wellness Center and Kingsbury County will collaborate to address these needs. Transportation needs may be addressed through River City Transport to assist with doctor appointments and shopping trips. The Events and Wellness Center will explore programs to offer activities.
Board Approval

Date approved by Avera De Smet Memorial Hospital Advisory Board: August 15, 2016

This Fiscal Year 2016 Community Health Needs Assessment report was prepared and approved at the May 24, 2016, meeting of the Avera Queen of Peace Board of Directors.

This implementation strategy, addressing priorities identified in the most recent Community Health Needs Assessment was prepared for the September 27, 2016, meeting of the Avera Queen of Peace Board of Directors.

Avera Queen of Peace Board of Directors Approval:

[Signature]  
Diane Sandhoff, Chair

9-27-16
Date