Implementation Strategy and Community Benefit Plan

FY 2016

Kari Timmer, CFO & CHNA Coordinator
10/27/2016
Introduction

Hegg Memorial Health Center has been serving the needs of Rock Valley, Iowa and the surrounding communities since 1967. Our mission states that "We serve together to heal body, mind and spirit, to improve the health of our community, and to be good stewards of the resources entrusted to us." Our vision is to provide "exceptional service, extraordinary care, to every person." By following our mission and vision on a daily basis we feel that we have the ability to help improve our community.

Hegg Memorial Health Center is a licensed 25 bed critical access hospital located in Rock Valley, Iowa. Hegg Memorial Health Center includes an inpatient facility, medical clinic, home health and home assist services, an independent living facility and a nursing home. The campus of Hegg Memorial Health Center also includes Generations Daycare (through December, 2015), a wellness center and physical therapy. The not-for-profit organization is governed by a Board of Directors and has a management agreement with Avera McKennan Hospital and University Health Center.
Communities Served

Hegg Memorial Health Center serves Rock Valley and the surrounding communities which include Hull, Doon, Inwood, Sioux Center, Rock Rapids, Alvord, and George.

In fiscal year 2015, Hegg Memorial Health Center provided $66,000 in financial assistance to patients. Short falls from Medicaid and other public programs meant that Hegg Memorial Health Center had to subsidize approximately $39,186 in costs. Hegg Memorial Health Center also provided services within the facility and in the community at a cost of approximately $338,146 for a total of $443,332 that aided our community's health and well-being.

In 2015, 77.7 percent of patients from Rock Valley and 23.8 percent of patients from Hull were discharged from Hegg Memorial Health Center. 14.8 percent of Lyon County patients were discharged from Hegg Memorial Health Center. Rock Valley and Sioux County demographics are described in the paragraphs below.

The community of Rock Valley includes census blocks 191670703003, 191670703005, and 191670703004.

Within these census blocks, the age distribution of residents is:

<table>
<thead>
<tr>
<th>Age group</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>&lt; age 5</td>
<td>7.5%</td>
</tr>
<tr>
<td>Age 5-17</td>
<td>20.3%</td>
</tr>
<tr>
<td>Age 18-64</td>
<td>53.9%</td>
</tr>
<tr>
<td>Age &gt;64</td>
<td>18.3%</td>
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</tbody>
</table>

Source: IHA CHIMES maps, 5/7/2015.
The total population of Rock Valley (based on zip code) is 4,721.
Rock Valley Race/Ethnicity Distribution

An important consideration in identifying vulnerable populations is identifying those who live in linguistically isolated households. The following map identifies the percent population in the area around Rock Valley who live in linguistically isolated households:

The median household income in Rock Valley is $56,400 with 11.8 percent of the population below poverty. (2009-2013 American Community Survey 5-year profiles)
How Priorities Were Established

Community Health Partners of Sioux County, the local public health agency for Sioux County, Iowa convened a group of representatives from each of the four critical access hospitals in April 2014. Partners in the collaborative planning included Hegg Memorial Health Center, Sioux Center Health, Orange City Area Health System, Hawarden Regional Healthcare, and Community Health Partners of Sioux County. Community Health Partners staff facilitated focus groups at both the county level and community level to collect their primary data.

The Sioux County collaborative team reviewed data indicators submitted by each hospital within the county along with a report summarizing the themes of the focus group interviews held on the county and community level. The collaborative team used the Community Health Status Report and the County Focus Group report to generate a list of health needs / issues. In order to be considered a need, the issue had to meet one of two criteria. First, it could be identified in the Community Health Status Report as being unfavorable compared to either the State of Iowa average or the peer county (Marion County). Second, the issue was considered a need if it emerged as a theme from the community input. The collaborative team considered the following criteria and then used a multi-voting technique to narrow the list of the health needs / issues to a priority list.

Hegg Memorial Health Center’s CHNA committee is formed of 11 of their employees and a mental health professional from Northwestern College (previously employed at Creative Living Center). The hospital employees on the committee included a physician, the clinic nurse manager, community education, marketing & public relations, wellness, physical therapy/rehab, social services, business office, finance, and human resources.

Hegg Memorial Health Center’s CHNA committee reviewed the same data and method as the collaborative team to narrow the list of the health needs / issues for the Rock Valley community. Each committee member considered the seriousness of the need, its impact on the safety, health and wellness of our community as well as its impact on the growth and vitality of the community. The priority list specific to Rock Valley is in addition to the priority list completed by the collaborative team which Hegg Memorial Health Center is a part of.

The CHNA committee reviewed the current community benefit programs, financial assistance, and other financial aid to be continued as priorities for the low-income, uninsured, and under-insured residents, as well as health education provided free or at a low cost to all community members.
Significant Health Needs & Implementation Plan

While our community has countless positive qualities, there are significant needs that exist in our community. The prioritized needs, listed below, were identified using the criteria outlined above.

Obesity

Description of the issue

Obesity is a health concern due to its connection to many other health outcomes. Obesity raises risk of Type 2 diabetes, stroke, poor pregnancy outcomes, and high blood pressure. In addition, obesity results in high healthcare costs and increases the burden on health systems.

Statistical Data (Secondary Data): In Sioux County, 68 percent of adults are overweight or obese, compared to 67 percent of adults in the whole of Iowa. 27 percent of Sioux County adults report a BMI of more than 30, meeting the criteria for obesity. This is slightly lower than the Iowa rate of 30 percent of adults, but has increased in Sioux County since 2004.

Related Data Indicators: Behaviors related to obesity include diet and physical activity. A healthy diet and adequate physical activity are also associated with greater health and reduced cancer risk. In Sioux County, 72 percent of adults report adequate physical activity compared to 80 percent for the State of Iowa.

Community Input (Primary Data): The issue of Obesity is also related to the issue Recreation - Things to do, specifically when talking about opportunities to increase physical activity. In focus groups, participants expressed a desire for more indoor recreation activities across the lifespan, recognizing that all Sioux County residents from young children to older adults would benefit from affordable, indoor recreational opportunities.

Potential resources to address the issue

A resource theme that emerged from CHNA focus groups was the safety of communities, indicating that community based recreation programs would not face barriers related to safety. Participants also stated that service providers in the county tend to have a broad and holistic view of health that accentuates the importance of things like a good trails system, physical activity opportunities, and community gardening to the health of individuals and communities.

Programs that exist in Sioux County to address healthy behaviors related to obesity and overweight include the following:

- Let’s Go 5210, an effort of the Coalition for a Healthy Sioux County community groups to help kids develop healthy habits around eating and physical activity. They have hosted a summer activity program.
- The Sioux County Trails Council and many local communities have developed trail systems to increase access for biking, walking, and running.

In Rock Valley, these additional resources address Obesity.

- Hegg Memorial Health Center has hosted “Rock your ride”, a bicycling program for youth over the last two summers.
- Hegg maintains a community wellness center and also hosts programs such as healthy freezer meals on a regular basis through their community education program.
- HANK (Healthy Active Nutritious Kids) is a program for the local community grades K-4 that provides healthy eating tips and how to stay active.
- Cooking with HANK was created based on the HANK program and provided on a quarterly basis for elementary school age students that include a healthy snack, time for activities, and teach
the students ways to be healthy and active on their own. The students also cook their own meal to take home to their family.

- Rock Valley has an extensive trail system that continues to be developed
- Rock Valley summer recreation programs for children include many programs that include physical activity.

**Addressing of the need**

**Goal** - Hegg Memorial Health Center will work with Community Health Partners of Sioux County and the other three hospitals within the county to plan and implement new ideas, programs, and share information to help improve the health of Sioux County.

<table>
<thead>
<tr>
<th>Objective #1 - Create, develop, modify, and implement Go5210 programs.</th>
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<tbody>
<tr>
<td><strong>Actions and Strategies:</strong></td>
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<tr>
<td>- Complete a StoryWalk each year and modify the location and story to keep families active.</td>
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<tr>
<td>- Continue the Rock Your Ride program each Spring.</td>
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<tr>
<td>- Continue and/or modify the selection, quantity, location, and timing of the Walk/Run programs/competitions.</td>
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<tr>
<td>- Continue HANK and Cooking with HANK programs to influence community members of all ages of healthy eating ingredients, food, portion control, etc.</td>
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<tr>
<td>- Work with community schools on open gym availability to keep the community active with either organized community leagues or family events.</td>
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<tr>
<td>- Promote limiting screen time in early childhood, school and family settings through Screen Free Week in May and promoting alternatives for child care providers.</td>
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<tr>
<td>- Create 1-2 activity or health based programs for kids, adults, and/or families.</td>
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</table>

**Anticipated Impact:**

- Influence more people and families to move at all times of the year.
- Expose the community to the resources that are available such as the wellness center, the trails system, the community gyms, swimming pool, etc.
- Influence community members of all ages to engage in physical exercise and healthier eating.
- Reduce obesity, diabetes, and high blood pressure statistics.

**Resources and Partners:**

- Hegg Memorial Health Center Community Education and Wellness staff time and resources
- Community Health Partners (CHP)
- Local community schools
- Local businesses to partner in sponsoring activities
- Local daycare centers and in-home daycares

<table>
<thead>
<tr>
<th>Objective #2 - Promote access to healthy beverages in public venues and workplaces while limiting sugar sweetened beverages.</th>
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<tbody>
<tr>
<td><strong>Actions and Strategies:</strong></td>
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<tr>
<td>- Promote healthier choices in concession stands and vending machines within schools and businesses.</td>
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<tr>
<td>- Complete an assessment on drinking fountains within the schools and public areas within the community.</td>
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<tr>
<td>- Promote bottle filling stations to be installed in areas where drinking fountains are located.</td>
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<tr>
<td>- Educate athletes, physically active and other community members on the importance of exercise and recovery with the right choice of beverages.</td>
</tr>
</tbody>
</table>
- Help develop workplace policies for local businesses to help and encourage other businesses to promote to healthier options to their employees.

**Anticipated Impact:**
- Decreased intake of high calorie or sweetened beverages that can impact diabetes and obesity.
- Improve healthier alternatives for community members within the schools, public places and businesses.

**Resources and Partners:**
- CHNA coordinator and Wellness staff time and resources
- Community Health Partners (CHP)
- Local community schools
- Local businesses
- City of Rock Valley

**Objective #3** - Hegg Memorial Health Center will work with Community Health Partners of Sioux County and the other three hospitals within the county to help promote complete streets and joint use facilities.

**Actions and Strategies:**
- Work with schools and the city office to implement shared or joint use policies.
- Work with the city office on promoting complete streets within the neighborhoods of our community.
- Community Health Partners (CHP) to complete a “Road Show” at community organization meetings to promote complete streets and joint use policies.

**Anticipated Impact:**
- More awareness on new business and residential developments on the importance of the complete streets policy.
- Increase in complete streets within the new developments and maybe in some current developments by providing a safe place to walk, run, and ride a bike.
- Create joint use agreements with local schools to help promote physical exercise.

**Resources and Partners:**
- Hegg Memorial Health Center’s CHNA Coordinator with assistance from some members of Community Benefit committee
- Community Health Partners (CHP)
- Local community schools
- City of Rock Valley

**Mental Health Services**

**Description of the issue**

Mental health is essential to personal wellbeing, family functioning, and health interpersonal relationships. People, including children and adolescents, with untreated mental health disorders are at high risk for many unhealthy and unsafe behaviors, including alcohol or drug abuse, violent or self-destructive behavior, and suicide (Healthy People 2020).

**Statistical Data (Secondary Data):** Secondary data supporting mental health as an issue includes results from the Iowa Youth Survey indicating that 12 percent of Sioux County youth had seriously considered
killing themselves within the past 12 months, a comparable rate to the Iowa rate of 13 percent, but higher than that of Marion County at 9 percent. 11.3 percent of older adults in Sioux County are living with depression, a rate that is slightly lower than the U.S. median rate of 12.4 percent. The number of mental health service providers in Sioux County is also of concern, with a ratio of 1540:1 compared to 904:1 in the state of Iowa.

Related data indicators:

**Community Input (Primary data):** Mental health services across the age continuum were cited as a pressing need by all CHNA focus groups. Specific needs identified include increased numbers of providers, providers who could deliver services in Spanish, more support groups for caregivers and those suffering from chronic diseases, entry points for care, care for those with co-occurring medical, substance use and mental health needs, and the need to reduce stigma for seeking help.

**Potential resources to address the issue**

1. Strong collaborative commitment to this issue.
2. Area mental health providers - several sizeable agencies serve Sioux County

**Addressing of the need**

**Goal** - Hegg Memorial Health Center will work in collaboration with Community Health Partners and other mental health professionals to promote mental health and resource awareness in Sioux County.

<table>
<thead>
<tr>
<th><strong>Objective #1</strong> - Increase awareness of the resources already available within Sioux County.</th>
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<tbody>
<tr>
<td><strong>Actions and Strategies:</strong></td>
</tr>
<tr>
<td>• Create a list of mental health professional resources within Sioux County that can be distributed within the clinics and other agencies.</td>
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<tr>
<td>• Develop the list of mental health resources within Sioux County to be public and obtainable for those who choose to seek these services on their own.</td>
</tr>
<tr>
<td><strong>Anticipated Impact:</strong></td>
</tr>
<tr>
<td>• Increase awareness to the resources that Sioux County has to offer for mental health services.</td>
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<tr>
<td>• Provide the resources to our patients when seen at Hegg Memorial Health Center when showing signs of mental health issues.</td>
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<tr>
<td>• Increase early detection and intervention.</td>
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<tr>
<td>• Improve mental health of individuals living within Sioux County.</td>
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<tr>
<td><strong>Resources and Partners:</strong></td>
</tr>
<tr>
<td>• Hegg Memorial Health Center CHNA Coordinator’s time and resources</td>
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<tr>
<td>• Hegg Memorial Health Center social services and medical staff time and resources</td>
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<tr>
<td>• Community Health Partners (CHP)</td>
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<tr>
<td>• Sioux County mental health team</td>
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<tr>
<td>• Mental health agencies</td>
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<thead>
<tr>
<th><strong>Objective #2</strong> - Increase awareness of Adverse Childhood Experiences (ACEs).</th>
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<tbody>
<tr>
<td><strong>Actions and Strategies:</strong></td>
</tr>
<tr>
<td>• ACEs presentations and discussions on “Paper Tiger” and “Resilience” viewings held at local colleges for businesses, mental health agencies, healthcare facilities, and individuals.</td>
</tr>
<tr>
<td>• Train the trainer/ACEs training to be held for healthcare providers and mental health agencies to provide the tools to train their staff on ACEs.</td>
</tr>
</tbody>
</table>
Anticipated Impact:

- Increase awareness on the impact of ACEs on mental health,
- Increase awareness within the family practice clinics to spot ACEs and provide the patient with the resources available for mental health.
- Increase awareness within long term care, emergency and any other areas within the healthcare centers on ACEs to provide the patient with the resources available for mental health.

Resources and Partners:

- Hegg Memorial Health Center’s CHNA Coordinator, Social Services, Community Care Coordinator and the medical staff time and resources
- Community Health Partners (CHP)
- Sioux County rental health team
- Northwestern, Dordt, and NCC colleges
- Iowa State University

Translation and Interpretation

Description of the issue

Effective communication is essential to promoting health and preventing illness. Trained and qualified interpreters in medical and educational settings are necessary to ensure people for whom English is not their primary language understand their options and possible implications of their actions.

Statistical Data (Secondary data): 9.3 percent of households in Sioux County speak a language other than English at home. This is greater than the Iowa rate of 7.1 percent and the Marion County rate of 3 percent. Linguistically isolated households are found throughout the county, with more of them residing in the Western and Southeast corner of the county.

Related data indicators: The primary minority group in Sioux County is those with Hispanic/Latino ethnicity. 9.7 percent of the population is Hispanic/Latino, indicating that the primary language related to translation and interpretation needs is Spanish. However, other languages are also spoken and addressing only the needs of Spanish speakers will not address changing demographics that include other languages.

Community Input (Primary data):

In each of the CHNA focus groups, translation and interpretation needs were cited specifically in health care settings and schools. Providers and consumers alike asserted that qualified (specially trained) on-staff interpreters in hospitals and medical clinics are needed, in particular in labor and delivery and mental health.

Potential resources to address the issue:

Resources and Programs available in Sioux County to address this issue include:

- Workshops for interpreters are offered at Northwestern College in Orange City.
- CASA is an advocacy group working to welcome all cultures in Northwest Iowa
- Promise Community Health Center, Sioux Center Health, WIC and Community Health Partners have full-time interpreters on staff.

Resources and programs available in Rock Valley to address this issue include:

- E-interpreting services available at Hegg Memorial Health Center

Addressing of the need
Goal - Hegg Memorial Health Center will increase importance and availability of translation and interpretation within their community.

Objective #1 - Hegg Memorial Health Center will work in collaboration with the county team to create a list of medical interpreters within the county.

Actions and Strategies:

- Partner with the Latino coalition and other Latino communities to create a list of available interpreters that would be interested in Medical Interpreting.
- Providing education for current and new interpreters by attending a Medical Interpreting Workshop at Northwestern College in Orange City, IA to help address the need of not only interpretation but interpretation of the medical terminology.

Anticipated Impact:

- Increase pool of medical interpreters available within Sioux County to help meet the needs within the four county hospitals.
- Increase in person translation for medical services to ensure safety and effective communication regarding the patient’s health.

Resources and Partners:

- Hegg Memorial Health Center Interpreters and Human Resource department time and resources
- Sioux County Latino Coalition
- Community Health Partners (CHP)
- Other community Latino groups or organizations
- Sioux County hospitals

Objective #2 - Hegg Memorial Health Center will increase importance and need of efficient and effective interpretation to meet satisfaction of the patient.

Actions and Strategies:

- Increase the hours and/or staff for interpreters to help cover appointments with patients in need of interpretation and written information translation.
- Utilize E-interpreting services for medical translation to ensure safety and effective communication regarding the patient’s health where needed.
- Provide interpretation service in person with employed staff.
- Increase written information to be translated into Spanish.

Anticipated Impact:

- Increase the Latino population to utilize our services.
- Increase patient satisfaction from the Latino population.
- Increase the health of Latino patients by providing proper and improved medical translation.
- Increase the communication between patient and provider.

Resources and Partners:

- Hegg Memorial Health Center Interpreters and Human Resource department time and resources along with staff time for education
- Pool of medical interpreters for Sioux County
- Avera McKennan Interpretation and translation services
Education and Support Groups

Health literacy is critical for successful engagement with the healthcare system and advocates for health education in schools point to the importance of educating youth regarding basic health facts, healthy behaviors, and basic life skills. Many community health education programs begin with building basic knowledge and skills about health topics. A robust community health education program can help to build healthier communities.

*Statistical Data (Secondary data):*

<table>
<thead>
<tr>
<th></th>
<th>Sioux</th>
<th>Iowa</th>
<th>Marion County (peer)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 25+ without high school education</td>
<td>11.7%</td>
<td>9.3%</td>
<td>8%</td>
</tr>
</tbody>
</table>

*Related data indicators: None*

*Community Input (Primary data):*

A wide variety of health topics were identified by community members as needs within the community. Topics included specific health issues as well as more general life skills. Support groups were also identified as a need, specifically for those dealing with chronic illness as a patient or caregiver.

The county level groups identified a lack of knowledge about healthy relationships in general as a major need beginning with young school-aged children and continuing through adulthood. Participants stated that community, small group, family, and individual education in the areas of sex education, women’s reproductive health, healthy male role modeling and relationships, parenting, infant/child growth and development, and healthy relationships in general is needed across the county.

*Potential resources to address this issue:*

Resources and Programs available in Sioux County to address this issue include:

- Diabetes education programs and support groups
- Developing community partnerships through the Coalition for a Healthy Sioux County

Resources and programs available in Rock Valley to address this issue include:

- Hegg wellness center
- Health classes in schools
- Memory Loss support group
- Weight Watchers
- Project Truth school programs

*Addressing of the need*

**Goal:** Improve current programs, create needed programs, and discontinue unneeded programs offered through community education.

**Objective #1:** Assess, Modify, Create, and Discontinue education programs that fit the needs of our community.

**Actions and Strategies:**

- List and assess current community education programs on impact and involvement over the duration of the program.
- Assess goals of the program if still meet the community's needs.
- Modify current programs to increase participation.
- Create new programs, discussions, and support groups on health needs that have increased in the community.
- Discontinue programs that no longer meet the needs of the community.
- Increase screening processes on topics of interest.

**Anticipated Impact:**
- Increase participation at events, programs, and support groups based on topics that are important to the community.
- Increase patient and community satisfaction for programs and screening offered.

**Resources and Partners:**
- Hegg Memorial Health Center Community Education staff time and resources
- Community Health Partners (CHP)
- Creative Living
- Hegg Medical Clinic providers

**Recreation - Things to Do**

*Statistical Data (Secondary data):* 76 percent of Sioux County residents have access to exercise opportunities compared to 79 percent for the State of Iowa. This is defined by County Health Rankings as living reasonably close to a location for physical activity such as a park, gym, community center, or pool.

*Related data indicators:* 25 percent of adults in Sioux County report no leisure time physical activity compared to 24 percent for the State of Iowa.

*Community Input (Primary data):* In focus groups, participants expressed a desire for more indoor recreation activities across the lifespan, recognizing that all Sioux County residents from young children to older adults would benefit from affordable, indoor recreational opportunities.

**Potential resources to address this issue:**

Resources and Programs available in Sioux County to address this issue include:
- All Seasons Center in Sioux Center
- Dordt College and Northwestern College both have recreation centers
- Dance studios in Orange City and Sioux Center
- Fitness facilities in Orange City, Sioux Center, Hull, Rock Valley and Hawarden
- All local communities have a community pool

Resources and programs available in Rock Valley to address this issue include:
- Hegg Wellness Center
- Community pool

**Addressing of the need**

**Goal:** Hegg Memorial Health Center will work with Community Health Partners of Sioux County and the other three hospitals within the county to plan and implement new ideas, programs, and share information to help improve the health of Sioux County.

**Objective #1** - Hegg Memorial will work on Objective #1 and 3 from the Obesity need that also addresses the need for Recreation - Things to Do. See the Actions and Strategies, Anticipated Impact, and Resources and Partners stated on page 7 and 8.
Significant Health Needs Not Addressed

Other issues were discussed within the Hegg Memorial Health Center Community Benefit committee as a defined need but out of the scope or control of the hospital. The issues are:

1. **Aquatic Center/Update of existing pool** - This priority is related to the county priority of Recreation - Things to Do, but is responding to specific need in Rock Valley identified through community input. The existing pool belongs to the City of Rock Valley. While Hegg Memorial Health Center's wellness employees can help provide programs located at the city pool, Hegg Memorial Health Center does not have monetary resources to provide to this need as it is out of the scope of practice.

2. **Community/Event Center** - This priority is also related to the county priority of Recreation - Things to Do in a way that specifically addresses this need in Rock Valley. Community input placed a high priority of the development of a community and event center to host meetings, events, and provide a central place for the community to gather. Hegg Memorial Health Center believes of this need and would support and utilize meeting space within the event center; it is out of their scope of practice. As this was a need in the 2013 CHNA, the City of Rock Valley is aware of this need and assessing.

3. **Transportation** - Although transportation was not identified as a final county priority, it is a high priority in the community of Rock Valley as identified through community input. Community Health Partners has formed a committee to assess the existing resources and to compile information to be made available for residents in Sioux County. Since transportation is out of the scope of practice, this need will not be addressed by Hegg Memorial Health Center.

4. **Urgent Care** - This priority was addressed in the 2013 CHNA and it was found to be a financial and provider constraint. It would impact Hegg Memorial Health Center financially by adding on additional providers to cover additional or extended hours. It is also difficult to recruit family practice physicians to rural locations. Hegg Memorial Health Center has recently had a turnover in provider staff and down to 5 providers instead of 6. At this point, Hegg Memorial Health Center is not addressing this need based on financial and provider resources.

Next Steps

For each of the priorities listed above, Hegg Memorial Health Center's CHNA committee will continue to collaborate with Community Health Partners and the other three hospitals within Sioux County to:

- Identify any related activities being conducted by others in the community that could be built upon.
- Develop measurable goals and objectives to capture the effectiveness of their efforts and ensure progress.
- Build support for the initiatives within the community and the city council.
- Develop detailed work plans and designate committee members to chair on each objective.
- Communicate progress on objectives with Community Health Coordinator.
Board Approval

This implementation strategy, addressing priorities identified in the most recent Community Health Needs Assessment was prepared for the October 27, 2016 meeting of the Hegg Memorial Health Center Board of Directors.

Hegg Memorial Health Center Board of Directors Approval:

[Signature]

Name and Title

Peter Zagaeski, Board President

Date

10-27-16