



**Avera McKennan Hospital & University Health Center
Avera Heart Hospital of South Dakota
2019 CHNA Implementation Strategy**

This Implementation Strategy report summarizes Avera McKennan Hospital & University Health System's (including the Avera Heart Hospital of South Dakota) plans to address the prioritized needs from the 2019 Community Health Needs Assessment. The hospital(s) recognize that the Implementation Strategies in this report are to be used as a guide and will serve as a framework in addressing the identified needs. As the hospital moves forward, many resources, on-going commitments and partnerships will be necessary to effectively assist in creating healthier communities in Sioux Falls and the surrounding area.

2019 Identified Priorities Not Addressed in Implementation Plan

Avera McKennan Hospital & University Health Center, including the Avera Heart Hospital of South Dakota, is addressing aspects of all top needs identified in the 2019 Community Health Needs Assessment.

ACCESS TO CARE

Includes affordable care, patient navigation, health literacy, availability and affordability of long-term care, and transportation

- Current activities:
 - Avera utilizes patient navigators and coordinators to assist patients in primary care and specialty care areas, including through Avera's coordinated care and care transitions programs, and in specialty areas such as cancer, spine, and transplant
 - Avera's Patient Education Committee has an ongoing process to review and produce patient education that is accessible for patients at all literacy levels and in many cases, in multiple languages.
 - Avera is working to reduce the cost of Long Term Care by reducing internal costs related to staffing and payment models. A new payment system and a new staffing productivity model, along with a focus on schedule flexibility, pay practices, and hiring and education program changes have all been part of the effort to reduce turnover and costs.
 - Avera subsidizes transportation via multiple resources, including Sioux Area Metro, Yellow Cab and LYFT for qualified individuals, including patients/staff

- Current collaboration with others:
 - Avera financially supports transportation-focused community non-profits (pg 7)

- Proposed activities
 - **Expand Patient Transportation Program**
 - Avera currently coordinates transportation to appointments for qualified patients in Avera's Coordinated Care Program and for patients identified through social work, case management and limited Avera Medical Group clinics. Review current partnerships and explore new opportunities with transportation providers
 - Resources Committed:
 - ◆ Labor
 - ◆ Financial (TBD)
 - Anticipated Impact:
 - ◆ Ensure access to care by eliminating transportation barriers for qualified patients

 - **Workforce Transportation Pilot Program**
 - Avera is conducting a pilot program to assist qualified staff with transportation on a case-by-case basis
 - Resources Committed:
 - ◆ Labor
 - ◆ Financial (TBD)
 - Anticipated Impact:
 - ◆ Reduce labor shortages during peak times and encourage workforce growth by addressing transportation barriers

BEHAVIORAL HEALTH AND SUBSTANCE USE

Includes access, cost, and stigma related to behavioral health; prescription and other drug use; and alcohol use and binge drinking

- Current activities:
 - Avera Behavioral Health Center provides care and services in both inpatient and outpatient settings via Avera Behavioral Health
 - Avera implemented a Responsible Prescribing campaign promoting opioid stewardship
 - Avera Behavioral Health offers depression screenings in clinical settings and works with clinicians to recognize and address depression symptoms when they present. These initiatives are part of Avera's larger system-supported Zero Suicide Initiative
 - Avera Addiction Care Center will provide addiction care services in a residential setting beginning November 2019
 - Avera Behavioral Health implemented the Farm and Rural Stress Hotline in 2019 to support farmers and rural patients dealing with weather and economic stressors
 - Avera McKennan Foundation is raising funds to remove the cost of counseling and medications for farmers calling the Farm and Rural Stress Hotline
 - Avera McKennan Foundation is developing a scholarship program for individuals in need to attend the Avera Addiction Care Center
 - Avera Behavioral Health and the Avera McKennan Foundation provides transportation to qualifying patients and provide a short term medication supply to qualifying patients

- Current collaboration with others:
 - Avera financially supports mental health community non-profits (pg 7)

- Proposed activities:
 - **Investigate Adding a 4th Wing at Avera Behavioral Health**
 - Create planning group to study what is in wing
 - Time of planning group and group that completes Kaufman Hall
 - Resources Committed:
 - ◆ Labor
 - ◆ Financial
 - Anticipated Impact:
 - ◆ Expansion to drastically reduce diversions

 - **Expand Navigation and Case Management Services**
 - Create one call number as entry point for services
 - Resources Committed:
 - ◆ 2.2 FTE needed to cover 0800 to 2400 7 days a week
 - ◆ Learn from other navigation, collaborate with psychiatry clinics, Southeastern BH, Sandy Crisp's team, BHS
 - Anticipated Impact:
 - ◆ Easier to access

- ◆ Reduced readmissions
- **Partner with Community-Based Triage Center***
 - Support the development of a community-based triage center to assist residents in accessing resources for addiction treatment, behavioral health, and other needs.
 - ◆ Tactics TBD, collaborative will determine as project is formalized
- **Partner with Mental Health Awareness Campaign***
 - Develop a community-wide awareness campaign to reduce behavioral health stigma and increase earlier access to care.
 - Tactics TBD, collaborative will determine as project is formalized

CHRONIC DISEASE PREVENTION

Includes a focus on social determinants of health (e.g. housing, transportation, jobs/income, etc.), as well as on prevention strategies (e.g. fruit & vegetable consumption, physical activity, tobacco prevention and screenings)

- Current activities:
 - Avera offers limited, short-term accommodations, funded via the Avera McKennan Foundation, for patients and families with limited resources. Accommodations may be via hotel vouchers or on campus at the Walsh Family Village or Ronald McDonald House.
 - Avera operates the Quit Line a smoking-cessation resource, and partners with Live Well Sioux Falls on smoking cessation initiatives
 - Avera offers patients smoking cessation products such as nicotine gum and patches, at no cost,
 - Avera is working to improve access to local weight loss programs, especially for those in rural settings, through a streamlined referral process called The Avera Healthy Weight Initiative.
 - Avera offers free and low-cost screenings periodically or throughout the year for blood pressure, skin cancer, and cardiac health through events like the Big Squeeze, Melanoma Monday and Planet Heart
- Current collaboration with others:
 - Avera financially supports housing-focused community non-profits (pg 7)
 - **One Sioux Falls Project***
 - Address social determinants of health, seek opportunities to actively support the One Sioux Falls framework that includes accessible housing, engaging people, health and safety, and workforce development.
 - ◆ Tactics TBD, collaborative will determine as project is formalized

Housing

- Proposed activities:
 - **Starfish Housing Pilot**
 - Explore utilizing Avera-owned housing to pilot a new health program that addresses chronic health conditions for qualified individuals in Avera's Coordinated Care Program
 - Resources Committed:
 - ◆ Labor
 - ◆ Housing
 - ◆ Financial
 - Anticipated Impact:
 - ◆ Improved overall patient health and quality of life stability and reduce medical costs/readmissions
 - Avera will seek to coordinate additional community/partner resources as necessary
 - **Workforce Housing Pilot**
 - Explore utilizing Avera-owned housing to encourage/attract potential employees who previously experience affordable housing as a barrier to employment in the community
 - Resources Committed:
 - ◆ Labor
 - ◆ Housing
 - ◆ Financial
 - Anticipated Impact:
 - ◆ Attempt to address workforce deficits in key care areas

Food Insecurity

- Current activities:
 - Avera provides cooking classes for individuals going through Drug Court
 - Avera provide healthy cooking classes for a local school district
 - Provide salad bar options to staff, patients and guests at a very low cost to ensure fresh food is accessible
 - Partners with GroundWorks to implement garden plots and food education for community elementary schools
- Current collaboration with others:
 - Avera financially supports food-focused community non-profits (pg 7)
- Proposed activities:
 - **Healthy Food Program**
 - Pursue program designed to prevent and limit weight gain and improve overall physical health for qualified individuals in Avera's Coordinated Care Program
 - Resources Committed:

- ◆ Labor
 - ◆ Financial
- Anticipated Impact:
 - ◆ Improvement in overall physical health through sensible, healthy and affordable meal planning and health monitoring/education
- **Food Education Program**
 - Create education programming focused on selecting, storing and utilizing healthier food options – please review for appropriate verbiage
 - Resources Committed:
 - ◆ Labor
 - ◆ Financial
 - Anticipated Impact
 - ◆ Acquisition of knowledge and skills designed to sustain long-term health improvements via health eating
- **Partner with Healthy Weight Project***
 - Pursue policy, system and environmental changes to maintain or increase the percentage of people living at a healthy body weight
 - ◆ Tactics TBD, collaborative will determine as project is formalized

*Community-Based Projects Identified by the Community Health Needs Assessment Collaborative

Avera Basic Human Need Partnerships

Avera partners with community agencies to support programming in priority areas.

Organization	Description of services
Abbott House	Provides residential treatment, therapeutic foster care and independent living programming for ages seven to seventeen
Augustana Lutheran Church	Provides a free Thanksgiving meal for all
Big Brothers/Big Sisters	Provides children facing adversity with strong, enduring, professionally supported 1:1 relationships
Bishop Dudley Hospitality House	Sioux Falls homeless shelter for men, women and families
Boys & Girls Clubs	Provides youth with support and direction focused on character development, good citizenship and healthy living
Call to Freedom	Provides support services for victims and survivors of human trafficking and sexual exploitation
Project Car	Healthy Rides provides FREE transportation to healthcare appointments
Furniture Mission of SD	Collects and distributes gently used furniture, free of charge, to Sioux Falls residents in need
Ground Works	Builds teaching gardens at schools and provides curriculum focused on health eating
Habitat for Humanity	Constructs, rehabilitates and preserves homes for qualifying families and individuals
Helpline Center 211	24/7 Call Center connecting the community to critical resources and support
Macrossan's Boys Ranch	Provides services for at-risk youth, including: residential schooling, counseling, individual and group therapy, and life skills
St. Francis House	Provides transitional housing to single men and women, and families with children, that are facing homelessness

American Red Cross	Provides immediate relief to victims of fires and other disasters
United Way	Annual campaign includes employee and corporate donations to support United Way programming
Children's Home Society	Empowers children, adults, families, and communities to be resilient, safe, healthy, and strong
Compass Center	Provides domestic and sexual abuse therapy and counseling services
Dakotabilities	Community service provider offering assistance to adults with developmental disabilities
Destiny Healthcare	Provides low-cost healthcare to uninsured and underinsured individuals
LifeScope	Provides a specialty hospital, school, and residential program for children with intellectual disabilities
Family Visitation Center	Provides safe, supervised, parent/child visits and exchanges that ensures children are emotionally and physically safe
Feeding South Dakota	Mobile food pantry support in Central SD and food pantries in Sioux Falls, Pierre and Rapid City
Habitat for Humanity of SF	Habitat for Humanity brings people together to build homes, communities and hope
NAMI	Provides education, support and advocacy for families and individuals affected by mental illness
REACH Literacy	Provides individualized reading, writing and life skills tutoring for adults
Ronald McDonald House	Provides a home-away-from-home for families of sick or injured children, near a hospital where their child is receiving care. Serves families across South Dakota and the upper Midwest

Sioux Falls Area CASA	Court Appointed Special Advocate Program seeks to promote and protect the best interests of abused and neglected children through the advocacy efforts of trained community volunteers
Tallgrass	Provides the opportunity for individuals suffering from alcohol and drug addiction to discover a new way of life by embracing a 12-step, spiritually based solution
The Banquet	Supports 13 meals per week for those in need
Volunteer Service Bank	Provides FREE transportation to healthcare appointments
Volunteers of America	Guides people with behavioral health needs and supports: children, youth and families, individuals with intellectual and developmental disabilities, and those struggling with homelessness

Avera McKennan Board of Trustees Strategic Planning

The following individuals participated in a strategic planning session held on Monday, September 30, 2019 to further develop this 2019 CHNA Implementation Plan:

Avera McKennan Board of Trustees	
Hugh Venrick	Chair, Sr VP, Venrick, Goeman Group at Morgan Stanley
Mary Dally	Vice Chair, CPA Partner, Thurman, Comes, Foley & Co., LLP
Dr. Rick Kooima	Chief of Staff, AMG Pediatrics
Alex Ramirez	Owner, USA Media TV
Sr. Carmella Luke	Benedictine Sister
Carol Twedt	Community Board Member/Philanthropist
Cindy Walsh	President, GreatLIFE Cares Foundation & Director, Membership & HR
Dr. Cristina Hill Jensen	AMG Gastroenterology
Sr. Joan Reichelt	EVP Culture, Avera Health, Presentation Sister
Dr. Katherine Wang	AMG Neonatology
Laurie Knutson	President, The Interim CEO
Sr. Lucille Welbig	System Member, Presentation Sisters
Sr. Mary Carole Curran	Benedictine Sister
Pat Costello	VP, Schoeneman's Building Materials Center
Dr. Raed Sulaiman	Pathologist, Physician's Laboratory
Randy Knecht	President/CEO – Journey Group
Steve Statz	SVP, Business Development
Tom Biegler	President/CEO – Ramkota Companies/Regency Hotel Mgmt
Tom McDowell	McDowell Financial Group
Van Fishback	Chairman, Fishback Financial Corp

Community Leadership	
Allie Hartzler	Innovation Coordinator, Mayor's Transit Task Force
Alyssa Gehle	Health Promotion Specialist, SF Public Health Dept
Bret Gilbras	Mayor's Transit Task Force
Chellee Unruh	Housing Manager, City of Sioux Falls
Julie Becker	Executive Director, St. Francis House
Mary Michaels	Public Health Prevention Coordinator, SF Public Health Dept
Matt Gassen	CEO, Feeding South Dakota

Avera McKennan & Avera Heart Hospital Leadership	
David Flicek	President & CEO
Amanda Viau	Director, Food & Nutrition Services
Andrea Hanson	Enterprise Coordinated Care Dietician
Brett Kollars	Director, Clinical Quality Initiatives
Chad Bare	AVP, Avera on Louise
Caitlin Hurley	Director, Strategy & Social Innovation
Devin Sanchez	AMG, APP

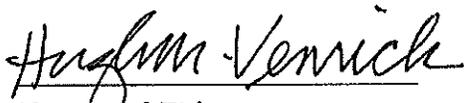
Diane McKee	Executive Assistant
Jessica Gaikowski	Administrative Fellow
John Mathison	VP, Specialty Clinics
Juanita Ruter	Director, Women's Clinics
Julie Ward	VP, Strategy & Social Innovation
Kim Mentzer	Social Worker, AMG Coordinated Care
Kory Holt	Finance Officer
Lindsey Meyers	VP, Marketing
Lynne Hagen	Human Resources Officer
Mark Vortherms	VP, Primary Care
Mary Leedom	AVP,
Sr. Mary Thomas	Sr. VP, Mission
Dr. Matt Stanley	Behavioral Health
Mick Gibbs	CEO, Avera Heart Hospital
Dr. Michael Elliott	CMO
Rhonda Roesler	AVP, Compliance & Medical Support
Ryan Vanden Bosch	Regional Clinic Director
Sandy Dieleman	CEO, Avera@Home
Stacy Reitmeier	Director, Social Work, Case Management and Chaplaincy
Thomas Otten	AVP, Behavioral Health
Tim Kromminga	President, Avera McKennan Foundation
Teri Bergeleen	Director, Provider Contracting, Managed Care
Tom Johnson	AVP, Hospital & Ambulatory Pharmacy

2019 Implementation Plan Board Approval

The 2019 Community Health Needs Assessment was prepared and approved at the March 25, 2019 meeting of the Avera McKennan Hospital & University Health Center Board of Trustees and signed off by the board chair for the Avera Heart Hospital of South Dakota.

This implementation strategy, addressing priorities identified in the 2019 Community Health Needs Assessment, was prepared for and approved during the September 30, 2019 meeting of the Avera McKennan Hospital & University Health Center Board of Trustees and the was signed off by the board chair of the Avera Heart Hospital of South Dakota.

Avera McKennan Hospital & University Health Center Board of Trustees Approval:

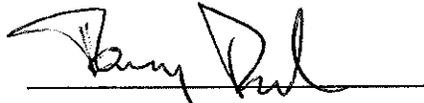


Name and Title
Hugh Venrick, Chair

10-7-19

Date

Avera Heart Hospital of South Dakota Board of Trustees Approval:



Name and Title
Dr. Tommy Reynolds, Chair

10/14/19

Date