

Exhibit D-3

**Fiscal
Year
2019**

**Community Health Needs Assessment
Implementation Plan**

Avera Sacred Heart Hospital

501 Summit Street, Yankton, SD 57078

Fiscal Year 2019

This Implementation Strategy report summarizes Avera Sacred Heart Hospital's (ASHH) plans to address the prioritized needs from the 2019 Community Health Needs Assessment. The hospital recognizes 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 community in Yankton, SD and the surrounding area.

Avera Sacred Heart Hospital utilized aspects of the South Dakota Department of Health to utilize the Good & Healthy South Dakota Community Health Needs Assessment and Implementation Planning toolkit, contracted with Maximizing Excellence, LLC to conduct three focus groups in Yankton and conducted an online survey to solicit input for this Community Health Needs Assessment. Secondary data was gathered from a number of resources recommended by Good & Healthy South Dakota coordinators and Avera Health.

Two significant needs were identified and prioritized in the community health needs assessment process: chronic disease management with a focus on nutrition and behavioral health with a focus on substance abuse.

Chronic Disease & Nutrition:

The committee is recommending Avera Sacred Heart Hospital concentrate efforts on community resources relating to behavioral health with a special focus on substance abuse issues.

Goal: *Increase community resources relating to behavioral health with special focus on substance abuse issues.*

Partners: *Avera Medical Group Behavioral Health Service Line, Avera Behavioral Health Hospital (Sioux Falls, SD), Avera Medical Group Behavioral Health Clinic (Yankton, SD), Avera Medical Group Pain Management (Yankton, SD) Lewis and Clark Behavioral Health Services, Inc. (Yankton, SD), behavioral health specialists in the community, medical clinics, providers, public health, civic leaders, concerned citizens, schools*

- Analyze the feasibility of an inpatient behavioral health unit at Avera Sacred Heart Hospital.
 - Measurement: Completion of business plan.
- Advocate for and support the Lewis and Clark Behavioral Health Services, Inc. residential chemical dependency program and unit located on third floor of the Avera Sacred Heart Hospital Benedictine Center.
 - Increase from 16 beds to 24 boards including 2 crisis beds.
 - Allocate additional space and support services to meet this need.
 - Measurement: Completed expansion.
- Actively recruit psychologists and/or certified nurse practitioners with specialties in behavioral health for the Avera Medical Group Behavioral Health Clinic in Yankton, SD.
 - Measurement: Successful recruitment.
- Provide educational and informational opportunities for the community.
 - Measurement: Provide annual community education.
- Implement the Avera Medical Group's opioid reduction strategies in the Avera Medical Group clinics in the Avera Sacred Heart region.
 - Encourage independent practitioners in the community to implement opioid prescription reduction efforts in their clinics.
 - Measurement: Establish baseline and track data.
- Avera Medical Group Pain Management will implement quarterly behavioral health evaluations for all patients on a pain contract.
 - Measurement: Number of evaluations completed vs number identified for evaluation.

Behavioral Health & Substance Abuse:

Nutrition policy, regulation, environmental considerations, education, and awareness are a need in the Yankton community. Because good nutrition is foundational to a healthy life, the committee is recommending Avera Sacred Heart Hospital concentrate community efforts on nutrition education, healthy choices, and awareness for the next three years a foundational approach to chronic disease management.

Goal: *Increase nutrition education, healthy choices, and awareness in the community.*

Partners: *Yankton Food Council, Hunger Collaborative, medical clinics, providers, public health, employers, civic leaders, schools, concerned citizens*

- Enhance the nutrition wellness section of the Avera Sports Coach Rozy strength and conditioning programs.
 - Coach works with school athletic programs throughout the Avera Sacred Heart region and offers adult programs.
 - Measurement: Number of program participants.
- Provide annual education and/or cooking demonstration on healthy eating as a component for wellness for those who experience chronic diseases.
 - Measurement: Number of participants.
- Enhance the relationship between Avera Sacred Heart Hospital and the local grocery store Hy-Vee's dietician.
 - Explore the possibility of partnering or supporting Hy-Vee's cooking classes.
 - Measurement: Number of participants.
- Enhance the nutrition education provided to the Lewis and Clark Behavioral Health Services, Inc. residential chemical dependency program and unit located on third floor of the Avera Sacred Heart Hospital Benedictine Center.
 - Measurement: Program update.
- Provide an annual meal preparation and planning program.
 - Measurement: Number of participants.

Health needs identified but not selected for focus.

Health Literacy:

The focus groups indicated a need for better health literacy as it relates to being able to navigate the complexities of health care systems. The need for more collaborative, coordinated health care in Yankton surfaced during focus group discussions.

Avera Sacred Heart Hospital partnered with the Yankton Medical Clinic to create a patient navigator for cancer services. This shared cost position helps cancer patients at both Yankton Medical Clinic and the Avera Cancer Institute Yankton to access needed services and ancillaries as they journey through their cancer treatments. Avera Sacred Heart Hospital is committed to continue efforts to collaborate with the health care providers throughout its service area to assist with care coordination.

Transportation:

Seven percent of the online survey participants indicated transportation as a top issue for Yankton. The focus groups also indicated transportation remains an issue for Yankton. “Participants called for ASHH [Avera Sacred Heart Hospital] to increase access to its resources and services by providing transportation to those who cannot drive or afford to get to ASHH [Avera Sacred Heart Hospital].” (Maximizing Excellence, LLC report p. 7)

In Fiscal Year 2018, Avera Sacred Heart Hospital entered into an agreement with Yankton Area Transit to provide rides to the hospital for those who meet certain economic guidelines. The Avera Cancer Institute Yankton provides transportation for radiation patients who meet certain economic guidelines. The Avera Sacred Heart Foundation also pays for taxi rides when Yankton Area Transit is unable and it is determined the patient does not have transportation home.

Avera Sacred Heart Hospital will continue to advocate for increased transportation availability in the community.

Language Services:

Focus group participants “...spoke to a lack of diversity among Yankton’s provider group, reflecting that the system continues to struggle with responding to the diversity growth that has occurred within the community. All other barriers aside, access to health services and resources are further compromised when doctors do not speak their patient’s language or when agencies are left to find their own translation services or rely on volunteers.” (Maximizing Excellence, LLC report p. 7)

Avera Sacred Heart Hospital utilizes 24/7 language line service to meet the needs of our patients whose primary language is not English. The language line provides language assistance and interpretation services at no cost to our patients.

Access to Specialists:

Eight percent of the online survey participants indicated lack of necessary specialists or timely access to specialists as a top issue for Yankton.

Avera Sacred Heart Hospital works closely with the local medical staff and providers throughout the region to recruit and ensure access to necessary medical providers. A number of Yankton based physicians provide outreach services through the entire Avera Sacred Heart Hospital service area. The Avera physician recruiter works with entities to recruit physicians and providers to the Avera Sacred Heart Hospital region. Avera Sacred Heart Hospital will continue its commitment to provide high quality services to meet the needs of its service area.

Cost:

“It is not just cost but fear of cost that keeps people from accessing the health care they need...participants have increasingly seen Yankton residents take themselves out of the system all together until an emergent situation arises. When cost is the primary determinant and deterrent, a person’s health care experience becomes episodic, transitional, and absent of any true preventive care...While participants acknowledged and praised the affordable options available in Yankton, they identified fear is an intangible barrier associated with cost and affordability.” (Maximizing Excellence, LLC report p. 6) Thirty-eight percent of the online survey participants also indicated cost as a top health concern.

Avera Sacred Heart Hospital was an active advocate for the presence of a federally-qualified health center in Yankton. allPoints Clinic opened in 2013; in 2016 the clinic transitioned to Horizon’s Healthcare. The clinic is located on the Avera Sacred Heart Hospital campus. Horizon’s Healthcare offers a sliding fee scale for medical, dental, and behavioral health services.

Avera Sacred Heart Hospital is actively implementing cost saving initiatives in order to contain or minimize the cost increases to our patients. Avera Sacred Heart Hospital will continue its commitment to provide high quality services to meet the needs of its service area.

Approval:

The 2019 Implementation Strategy was presented and approved by the Avera Sacred Heart Hospital Board of Directors on October 7, 2019.



Ryan Loecker, Chair,
Avera Sacred Heart Hospital
Board of Directors

10-7-2019
Date