



Sanford Health Network  
Community Health Needs Assessment  
Implementation Strategies  
2014-2016

dba Sanford Tracy Medical Center EIN# 46-0388596



Dear Community Members,

Sanford Tracy has conducted a community health needs assessment (CHNA) and formally identified unmet needs in the community. A component of the 2013 CHNA work is a perception survey.

During FY 2012/2013 members of the community were asked to complete a survey to help Sanford identify unmet health needs. Sanford analyzed the survey data, identified unmet needs, and partnered with key community stakeholders to develop a list of resources and assets that were available to address them. A gap analysis was also conducted to identify the most significant health needs, and they were addressed in the implementation strategy that is included in this document.

Sanford Tracy has set strategy to address the following community health needs:

- Urgent Care After Hours
- Mental Health Services

Sanford is also addressing mental health services and obesity through enterprise-wide implementation strategies. The enterprise strategies are included in this for your review.

Additionally, the asset map/resource list is included in this document along with the action steps that will be taken.

At Sanford Tracy, patient care extends beyond our bricks and mortar. As a not-for-profit organization, ensuring that the benefits of health care reach the broad needs of communities is at the core of who we are. By working with communities, we can bring health and healing to the people who live and work across our region. Together, we can fulfill this mission.

Sincerely,

*Stacy Barstad*

Stacy Barstad  
CEO

## Addressing the Needs in Tracy

### ACCESS

Community resources addressing the need:

- Sanford Tracy currently offers Saturday morning clinic hours from 9-12; these are for walk-ins only. We do not offer evening hours.
- Sanford Tracy offers endoscopy, cardiology, general surgery, ENT, nephrology, audiology, orthopedics, allergy, OB/GYN, urology, podiatry, ophthalmology, and psychiatry as outreach specialties. Because of physician schedules, having them once a month is positive. We are currently looking into oncology and dermatology through telemedicine capabilities.
- Sanford Tracy currently has three physicians and three mid-levels; our goal is to keep those positions filled as turnover occurs.
- We have two new psychiatrists starting to come to Sanford Tracy once a month; we also have a new mental health practitioner starting in January 2013.

Sanford's commitment to addressing the need:

- Sanford is addressing this need through an active recruiting plan and has a walk-in clinic as well as many specialists providing care at Sanford Tracy.

### CANCER

Community resources addressing the need:

- Sanford Cancer Biology Research Center
- Outreach opportunities in oncology through telemedicine
- National organizations, such as the American Cancer Society, offer resources to cancer patients; need to be better about educating what is available and how to access them.
- Sanford Tracy offers preventative screening for patients - mammography, colonoscopies, PSA, and the SAGE program.

Sanford's commitment to addressing the need:

- Sanford has dedicated resources and recruited experts in the field of oncology to address cancer research. Sanford Tracy has an outreach program for cancer patients and provides preventive screenings.

### CHRONIC DISEASE

Community resources addressing the need:

- Sanford Medical Home

- There are new provider performance measures for diabetes that will help improve the overall standard of care.

Sanford's commitment to addressing the need:

- Sanford has executed new programs to improve care coordination, including the Health Coach and Medical Home program for the purpose of impacting chronic disease. Sanford is committed to finding a cure for Type I Diabetes. Better Choices/Better Health is a program that addresses chronic disease self-management and is available free of charge to all patients with a chronic disease and is available on-line at <https://selfmanage.org/sanford/>
- Additionally, obesity is a co-morbidity of many chronic diseases and is a priority for Sanford Enterprise. The enterprise implementation strategy will address obesity.

### **CARE COORDINATION**

Community resources addressing the need:

- Sanford Medical Home
- Sanford Tracy has been working on this area by increasing communication between the nursing homes and the hospital/clinic. Wristbands have been implemented to help identify nursing home patients.

Sanford's commitment to addressing the need:

- Sanford has executed new programs to improve care coordination, including the Health Coach and Medical Home program for the purpose of impacting chronic disease. Sanford is committed to finding a cure for Type I Diabetes. Better Choices/Better Health is a program that addresses chronic disease self-management and is available free of charge to all patients with a chronic disease. Additionally, obesity is a co-morbidity of many chronic diseases and is a priority for Sanford Enterprise. The enterprise implementation strategy will address obesity.

### **CITY INFRASTRUCTURE**

Community resources addressing the need:

- Though important for the community, Sanford Tracy does not have the capacity to meet the needs of these concerns.
- It was recommended to bring the last concern to city administration.

Sanford's commitment to addressing the need:

- Sanford will share this information with community leaders.

### **DENTAL CARE**

Community resources addressing the need:

- Dr. Heezen started a dentistry practice in Tracy in July 2012.
- Open Door of Mankato comes to Marshall once a month for medical and dental appointments.
- UCare also offers a traveling dental care program, but only takes UCare patients and is harder to schedule.
- Dental varnishing is available for WIC patients through Public Health in their five-county service area.

- The hospital did have a United Way grant to help coordinate local free dental care. Might be a good option to revisit in the future.

Sanford's commitment to addressing the need:

- The community has numerous dental options available.
- Sanford will share these concerns with Public Health.

### **ECONOMY**

Community resources addressing the need:

- Though important for the community, Sanford Tracy does not have the capacity to meet the needs of these concerns.
- Will bring these concerns to the city administration

Sanford's commitment to addressing the need:

- Sanford will share this information with community leaders.

### **ELDERLY**

Community resources addressing the need:

- Sanford Medical Home
- There are grants available for those people who need help transitioning from higher levels of care to living at home.
- There is a need for education in the community.

Sanford's commitment to addressing the need:

- Sanford will share this information with community leaders.
- Sanford Health Coaches and Medical Home personnel will engage the patient in appropriate levels of care.

### **EMERGENCY CARE**

Community resources addressing the need:

- Sanford Tracy works with the patient and their family when they arrive in the ER. Depending on the state of the patient, the family may (or may not) be able to stay close to them.
- Continued conversations with nursing staff to encourage ongoing communication with family during ER visits can help with this concern.

Sanford's commitment to addressing the need:

- Sanford addresses this concern on an ongoing basis.
- Sanford Tracy works with the patient and their family when they arrive in the ER. Depending on the state of the patient, the family may (or may not) be able to stay close to them. Sometimes tests are necessary and the patient is moved for imaging, etc.
- The nursing staff provides ongoing communication with the family during ER visits.

## **HEALTH FACTORS**

Community resources addressing the need:

- Education to patients can help reduce premature death.
- "Toward Zero Death" is a program in Lincoln and Lyon counties that focuses on infrastructure changes to reduce motor vehicle crashes.
- The group was not aware of any current programs for teenagers that may impact teen birth rate.
- Sanford WebMD Fit Kids
- Fitness centers in area communities
- Sanford RN Health Coach

Sanford's commitment to addressing the need:

- Sanford will share these concerns with Public Health.

## **HEALTHCARE COST/INSURANCE COST**

Community resources addressing the need:

- Though important for the community, Sanford Tracy does not have the capacity to meet the needs of these concerns.
- Education to patients would help solve some of these concerns.
- Will bring these concerns to the Minnesota Hospital Association.

Sanford's commitment to addressing the need

- Sanford provides charity care through the Community Care program and continues to provide resources and monitoring of access for healthcare. Additionally, there is a discounted fee available to patients who qualify.

## **MENTAL HEALTH**

Community resources addressing the need:

- Sanford One Care
- Sanford Tracy is currently hiring a mental health professional. We also have a child psychiatrist and an adult psychiatrist who come to Tracy once a month.
- The medical center has discussed creating a space in the hospital where patients can stay after being admitted and before being transferred to different facility.

Sanford's commitment to addressing the need:

- Sanford has chosen mental health as an enterprise implementation strategy to address the community need.

## **NEW AMERICANS**

Community resources addressing the need:

- Sanford Tracy has recently updated their policy so that children under age of 18 are not allowed to translate for their parents.

Sanford's commitment to addressing the need:

- Sanford will share these concerns with community leadership, social services and Public Health.

## **OBESITY**

Community resources addressing the need:

- Sanford Dietitians
- Sanford WebMD Fit Kids
- Sanford Medical Home
- CHIP grant has opportunities for schools to get involved with improving nutrition.

Sanford's commitment to addressing the need

- Sanford has chosen obesity as an enterprise implementation strategy to address the need.

## **PHYSICIANS**

Community resources addressing the need:

- Sanford Tracy has similar challenges with provider retention as other medical facilities. Providers tend to stay 3-5 years (on average) and then move to new facilities.
- Sanford Tracy has two pediatricians who offer clinic time once a week.
- The medical center is looking into oncology, dermatology, and wound care as outreach through telemedicine.
- The Sanford dietitians are providers who can address obesity and other chronic diseases.

Sanford's commitment to addressing the need:

- This need is already being met. Sanford Tracy has staff retention in their strategic plan; overall is much lower in regards to a 2-3% turnover rate.
- Additionally, Sanford does provide pediatric services and is researching specialty care through outreach and telemedicine.

## **POLLUTION/ENVIRONMENT**

Community resources addressing the need:

- Though important for the community, Sanford Tracy does not have the capacity to meet the needs of these concerns.
- Will bring these concerns to the city administration.

Sanford's commitment to addressing the need:

- Sanford will share this information with community leaders.

## **PREVENTION**

Community resources addressing the need:

- Sanford Dietitians
- Sanford WebMD Fit Kids
- Patient education from providers
- EMR/website printouts with education material

Sanford's commitment to addressing the need:

- Sanford has chosen obesity as an enterprise implementation strategy to address the need.
- Sanford also has RN Health Coaches and Medical Home to help those with a chronic illness.

### **SAFETY**

Community resources addressing the need:

- Though important for the community, Sanford Tracy does not have the capacity to meet the needs of these concerns.
- Will bring these concerns to city administration.

Sanford's commitment to addressing the need:

- Sanford will share this information with community leaders.

### **SCHOOLS**

Community resources addressing the need:

- Though important for the community, Sanford Tracy does not have the capacity to meet the needs of these concerns.
- Will communicate concerns with Tracy schools.

Sanford's commitment to addressing the need:

- Sanford will not be directly addressing this need but will share the concerns with community leaders and will communicate concerns with Tracy schools.

### **SUBSTANCE ABUSE**

Community resources addressing the need:

- Sanford One Care
- AA is available in Tracy
- Need additional resources for Meth and narcotics
- Not familiar with in-school programs for youth/teens; will bring this to the attention of the Tracy school district

Sanford's commitment to addressing the need:

- Sanford has chosen mental health as an enterprise implementation strategy to address the need.

### **TRAFFIC**

Community resources addressing the need:

- Though important for the community, Sanford Tracy does not have the capacity to meet the needs of these concerns.
- Will communicate need for a stop sign/speed bump on the side of hospital to city administration.



Sanford's commitment to addressing the need:

- Sanford will share this information with community leaders.

## **TRANSPORTATION**

Community resources addressing the need:

- Western Community Action has volunteer drivers in the Tracy area, but number of available drivers is dwindling. We need additional volunteers.
- No other transportation system is available.

Sanford's commitment to addressing the need:

- Sanford will share this information with community leaders.

## **WELLNESS**

Community resources addressing the need:

- Sanford WebMD Fit Kids
- Community Education sends out information on classes/indoor options for exercise during the winter months.
- The Fitness Depot in Tracy is an exercise facility for community members; it does cost money to be a member.

Sanford's commitment to addressing the need:

- The community does have resources for exercise options.
- Sanford will not develop new options at this time.

## **WORKFORCE**

Community resources addressing the need:

- Sanford Tracy continues to work on workforce retention; overall much lower than healthcare facility averages.

Sanford's commitment to addressing the need:

- Sanford has an active recruitment and retention plan in place.

## **YOUTH**

Community resources addressing the need:

- Sanford WebMD Fit Kids
- Though important for the community, Sanford Tracy does not have the capacity to meet the needs of these concerns.
- Need to communicate with the Tracy school district regarding these specific concerns.

Sanford's commitment to addressing the need:

- Sanford has chosen mental health as an enterprise implementation strategy to address the need.
- Sanford will share these concerns with school leadership.

## **SANFORD SPECIFIC**

Community resources addressing the need:

- Sanford Tracy has staff retention in their strategic plan; overall is much lower in regards to a 2-3% turnover rate.
- Need for communication to the general public on events/activities/how money is spent, etc.

Sanford's commitment to addressing the need:

- This need is already being met. Sanford Tracy has staff retention in their strategic plan; overall is much lower in regards to a 2-3% turnover rate.
- There appears to be a need for communication to the general public about all the Community Benefit that Sanford does provide through events/activities/how money is spent, etc.

## **Sanford Tracy Community Health Needs Assessment**

### **Implementation Strategy**

#### **FY 2014-2016 Action Plan**

##### **Priority 1: Urgent Care**

###### **Goal 1: Secure a full Medical Staff to be able to coordinate expanded hours**

###### **Measurable Outcomes:**

- Final APP to be hired in fall of 2013 to complete Medical Staff
- Expanded hours are initiated - Q 2 FY 14

###### **Sanford Resources:**

- Physician Assistant or Nurse Practitioner

###### **Goal 2: Provide nursing staff coordination**

###### **Measurable Outcome:**

- Nursing staff flexing hours are implemented to meet expanded hours

###### **Sanford Resources:**

- Nursing staff

###### **Goal 3: Provide receptionist staff coordination**

###### **Measurable Outcome:**

- Reception staff flexing hours are implemented to meet expanded hours

###### **Sanford Resources:**

- Reception staff

###### **Goal 4: Market new Urgent Care hours to the public**

###### **Measurable Outcome:**

- Print and radio ads are executed to create community awareness - Q 2-3 FY 14

**Sanford Resources:**

- In-house resources
- Sanford Marketing Department

**Goal 5: Secure Ancillary Staff Coordination (lab/x-ray, etc.)**

**Measurable Outcome:**

- Ancillary staff flexing hours are implemented to meet expanded hours

**Sanford Resources:**

- Ancillary staff

**Priority 2: Mental Health**

**Goal 1: Increase availability of mental health providers**

**Measurable Outcome:**

- APP is hired to complete Medical Staff for behavioral health by FY 15

**Sanford Resources:**

- Nurse Practitioner

**Goal 2: Obtain certification of Medical Home and implement Health Coach to help with resources and guidance for patients**

**Measurable Outcome:**

- Certification passed and Health Coach hired

**Sanford Resources:**

- MN Department of Health
- Sanford Clinic
- Human Resources

**Goal 3: Continue discussion on holding patients and resources to help with placing patients quickly**

**Measurable Outcome:**

- Track and evaluate turnaround time and placement availability for patients who come into the ER

**Sanford Resources:**

- State of MN
- State Bed Tracker
- Providers
- Nursing staff

**Goal 4: Work with community partners to create new recovery program options for community members**

**Measurable Outcome:**

- Alcohol and drug treatment program(s) awareness is marketed to community providers

**Sanford Resources:**

- Public Health
- Community leaders
- City leaders



## **Community Health Needs Assessment**

### **Sanford Health Enterprise Implementation Strategy**

#### **FY 2014-2016 Action Plan**

##### **Priority 1: Mental Health Services – Sanford One Mind**

**Goal 1:** Integration of behavioral health services or access to behavioral health in all 38 One Care primary clinic sites

**Measurable Outcome:**

- All 38 primary care clinic sites within the enterprise will have access to behavioral health services by FY 2016

**Sanford Resources:**

- Sanford One Care Director and Assistant
- Sanford One Care Coordinator
- Daniel Heinemann, MD
- Stephen Nelson, MD
- Core Team Clinical Skills Development Coordinators
- Core Team Traditional Culture Advisor/Cultural Diversity Liaison
- Core Team IT
- Core Team Curriculum Development Team
- One Care Development Communication Coordinator
- One Care Department Assistant
- Clinical Skills Development Team (training over 200 physicians and over 360 staff)

**Goal 2:** Analyze and present outcomes of the first three years of integrated behavioral health services

**Measurable Outcome:**

- Results are analyzed and reported to leadership during FY 2016

**Sanford Resources:**

- Daniel Heinemann, MD
- Stephen Nelson, MD

## **Priority 2: Obesity**

**Goal 1: Create an annual symposium/workshop for providers to address weight management and obesity**

**Measurable Outcome:**

- CEUs are available for providers who attend the annual obesity symposium – first annual date set for April 25, 2014

**Sanford Resources:**

- \$10,000 budgeted
- James Mitchell, M.D.
- Linda Bartholomay, LRD
- Carrie McLeod, MBA, MS, LRD,CDE
- Luis Garcia, MD
- Chris Tiongson, MD
- Ron Wiisanen, MD
- Jo Burdick, MS, BSN
- Naomi Aufman, MS

**Goal 2: Develop community classes and leverage existing resources, including dietitians, exercise physiologists, WebMD Fit Kids**

**Measurable Outcome:**

- Classes are scheduled to address obesity and obesity prevention

**Sanford Resources:**

- Clinical Dietitians
- Exercise Physiologists
- Behavioral Health Team
- Bariatric Services
- Providers
- WebMD Fit Kids

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HEALTH