FIRST CARE HEALTH CENTER

Implementation Strategy Planning Report

First Care Health Center

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Introduction

First Care Health Center (FCHC), a Critical Access Hospital (CAH), held a strategic planning workshop in Park River, ND on September 26, 2013. Five community members were in attendance representing hospital administration and staff, the hospital board of trustees, and public health.

The strategic planning workshop was a continuation of the overall Community Health Needs Assessment (CHNA) process, which is a requirement of the Affordable Care Act (ACA). The legislation mandates that non-profit hospitals conduct a CHNA at least every three years, examine input from community representatives, publicly disseminate the results, prioritize community health needs, and develop a written implementation strategy (a health improvement plan) to help meet the needs identified in the CHNA. While the community assessment phase identifies issues and health needs, the implementation strategy phase applies solutions to the identified needs.

The purpose of the workshop was to initiate a more formalized strategic planning process resulting in a plan that helps to address the identified significant community health needs. Strategic planning is a technique to assist a group to analyze current conditions and to then develop strategies to address a set of issues and/or concerns. Workshop facilitators used a logic model as a framework for evaluating, analyzing, and organizing ideas to address the enumerated significant needs. Logic models are widely practiced in social science research to state future goals, outline responsibilities and actions needed to achieve the goals, and demonstrate a program's progress.

To begin the strategic planning workshop, two facilitators from the Center for Rural Health shared findings from the recent (2012) CHNA report with the workshop participants. Data analyzed during the CHNA process included primary data (community health survey, key informant interviews, and a focus group) and secondary data (analysis of County Health Rankings and other data sources). Through an earlier community needs prioritization process, the CHNA in the Park River area identified three significant needs:

1. Elevated rates of excessive drinking
2. Mental health needs
3. Substance abuse issues

Survey results, specific community member comments, and secondary statistics about these significant needs were presented to the group to contextualize the needs. The corresponding PowerPoint presentation is attached as Appendix A.

The workshop focused on generating ideas and strategies to address identified needs. For efficiency purposes, needs one and three (elevated rates of excessive drinking and substance abuse issues) were considered together, as the issues overlap considerably. Participants also were mindful, however, that both environmental factors and personal dynamics can be behind these needs, so care was taken to address the concerns from multiple perspectives. After extensive discussion and brainstorming related to excessive drinking and substance abuse, participants then separately brainstormed and explored potential ways to address mental health needs, while recognizing that mental health needs also can overlap with substance abuse and excessive drinking issues.

To initiate the brainstorming process using the logic model, participants were presented with the significant needs as the beginning point on a continuum. The end point was the outcome, or a vision of what the future would look like if that need was addressed. Participants were handed sticky notes and asked to write down a desired outcome, that is, a goal or a change they would like to see related to this need. One facilitator organized the sticky notes into thematic categories and read them to the group as other facilitator typed them into a laptop, and a table showing the logic continuum was projected onto a screen so all could see. The outcomes were reviewed collectively so participants could discuss them.

Working backwards from the stated outcomes or goals, participants were then asked as a group to brainstorm activities that could help achieve the outcomes. Once a list of activities was produced and discussed, resources were identified to accomplish the activities, including people, organizations, existing infrastructure and programs, and potential financial resources. Finally, to complete the logic model, a list of outputs, or evidence that the activity was accomplished, was discussed but not produced as the activity needs to be enacted first. The output column in the table will be completed later. Following brainstorming and discussion related to needs one and three, the same process was used for the other addressed significant need: mental health needs. The working brainstorming tables, in draft form and for informational purposes only, are included in this report as Appendix B.

Participants collaborated well and identified some clear and measurable action steps that can be taken to address the significant needs. A further step of delineating who will responsible for what activity and assigning a timeline to the tasks will help convey ownership.

Priority Need: Substance Abuse/Excessive Drinking

Outcome Goals and Anticipated Impact

- Change in attitude as to what constitutes excessive drinking
- Increase awareness of prescription drug abuse
- Measurable decrease in DUI arrests

Specific Actions and Activities

- Collaborate with law enforcement to increase random DUI checkpoints
- Collaborate with law enforcement to perform no-consequence breathalyzer tests in bars to promote awareness and education about levels of intoxication, along with distributing information about excessive and binge drinking
- Collaborate with student groups to produce video/media campaign to educate that "buzz driving is drunk driving"
- Develop poster to use at fair booth about prescription drug abuse and proper disposal of prescription drugs
- Develop media campaign (based on CDC and attorney general's office models) to present on local cable and radio about prescription drug abuse and proper disposal of prescription drugs
- Collaborate with city council to make the approval of liquor licenses contingent on all servers taking server training

Resources to Commit

- First Care Health Center personnel to spearhead programs and work with collaborating parties
- First Care Health Center fair booth(s)
- Financial resources to sponsor media campaign(s)
- Explore availability of North Dakota Department of Human Services grant for substance abuse issues in Walsh County
- Explore availability of implementation strategy grants through the Center for Rural Health

Accountable Parties

- [Name]
- [Name]
- Local law enforcement
- Local student groups

Partnerships/Collaboration

- Local Law enforcement
- Local student groups
- Local bars and restaurants
- Park River city council

Priority Need: Mental Health Concerns

Outcome Goals and Anticipated Impact

- Establishment of permanent coalition focused on mental health services in Walsh County
- Increase awareness of existing community resources available for mental health needs
- Offer support for families facing mental health crises

Specific Actions and Activities

- Pursuant to grant to Altru Health System from Medica, continue to collaborate with entities (including Altru, Northeast Human Service Center, state's attorneys, law enforcement, public health, county social services, schools) to find ways to work together and understand one another's limitations for dealing with mental health clients/patients, and encourage group to find solutions to limitations
- Increase promotion, through advertising and public relations efforts, of counseling services that currently are available, including those through Telehealth
- Collaborate with schools on educational seminars for students about mental health issues and increase interaction with school counselors
- Continue collaboration with ministerial groups, including potential training of group by social worker
- Train Emergency Room personnel on how to effectively facilitate mental health committals, transportation, and other responses, including training on paperwork and patient interactions
- Establish support groups (such as families with mental health crises, grief group) led by social worker

Resources to Commit

- Continue work through Medica grant to Altru Health System
- First Care Health Center social worker to spearhead support group and training programs
- Financial resources to sponsor media and public relations campaign(s) to promote current counseling services
- Explore availability of implementation strategy grants through the Center for Rural Health
- Emergency Room personnel for training
- First Care Health Center facilities and personnel to facilitate support groups

Accountable Parties

- [Name]
- [Name]
- First Care Health Center social worker
- Members of group collaborating pursuant to Medica grant
- Local student groups

Partnerships/Collaboration

- Group collaborating pursuant to Medica grant
- Local ministerial group(s)

The timeline for implementing the activities is during the intervening years until the next CHNA is conducted. Since FCHC's assessment was conducted in 2012, the next assessment will need to be completed no later than 2015. In the meantime, the activities set forth in the implementation strategy will be undertaken each year until then. It is not necessary for FCHC to initiate all activities in the first year following adoption of this plan, but it will work toward a goal of implementing them by the time the next assessment is due in 2015.

Summary and Next Steps

The strategic planning session was the starting point to begin the CHNA implementation strategy as required under the ACA. Participants met for three hours and engaged in thoughtful

discussions related to the goals and future of FCHC. Specific outcomes, activities, resources, and potential collaborators were generated from the previously prioritized needs as identified in the CHNA. The strategic planning process being used by FCHC is a tool to foster collaboration and increase the scope and reach of FCHC's services. By identifying common values and focusing on efforts and activities to build a healthier community, FCHC has the opportunity to establish stronger relationships that can benefit the communities involved and local organizations.

Although the logic model provides initial structure and framework, a complete strategic planning process will require a number of additional sessions involving FCHC and possibly other collaborators.