



Lakeview Hospital

HealthPartners®

Implementation Plan
December 2015



CHC

Community Hospital Consulting

Lakeview Hospital 2015 Implementation Plan

A comprehensive, six-step community health needs assessment (“CHNA”) was conducted for HealthPartners and its hospitals (Regions Hospital, Lakeview Hospital, Hudson Hospital & Clinic, Westfields Hospital, Amery Hospital & Clinic, and Park Nicollet Methodist Hospital) by Community Hospital Consulting. This CHNA utilizes relevant health data and stakeholder input to identify the significant community health needs in Dakota, Hennepin, Ramsey, Scott, and Washington Counties in Minnesota and Polk and St. Croix Counties in Wisconsin. Westfields Hospital's specific study area is defined as St. Croix County, but health data for the remaining counties are used for comparison in this CHNA.

The CHNA Team, consisting of leadership from HealthPartners and its hospitals, met with staff from Community Hospital Consulting on August 24, 2015 to review the research findings and prioritize the community health needs. Four significant community health needs were identified by assessing the prevalence of the issues identified from the health data findings combined with the frequency and severity of mentions in community input.

The CHNA Team participated in a roundtable discussion to rank the community health needs based on three characteristics: size and prevalence of the issue, effectiveness of interventions and the hospital’s capacity to address the need. Once this prioritization process was complete, the health system and hospital leadership discussed the results and decided to address all of the prioritized needs in various capacities through hospital specific implementation plans.

HealthPartners and hospital leadership developed the following principle to guide this work: **Through collaboration, engagement and partnership with our communities we will address the following priorities with a specific focus on health equity in special populations.**

The final list of prioritized needs, in descending order, is listed below:

1. Mental and Behavioral Health
2. Access and Affordability
3. Chronic Disease and Illness Prevention
4. Equitable Care

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Priority #1: Mental and Behavioral Health

Rationale:

- Health data findings suggest that the Twin Cities have higher rates of psychiatric hospital admissions than Minnesota. Furthermore, data indicates that counties in the hospital's study area have varying ratios of mental health providers to residents.
 - Ramsey County – 298:1
 - St. Croix County – 1,011:1
 - Washington County – 544:1
 - Minnesota – 529:1
 - Wisconsin – 632:1
- Ramsey County identified mental health, mental disorders, and behavioral health as a top priority in the *Ramsey County Community Health Improvement Plan 2014-2018*. Findings from this report also indicate that only two of the five hospitals in Ramsey County provide inpatient mental health services. Ramsey County also falls short of the recommended 250 beds for its 500,000 population by nearly 100 beds. Finally, Ramsey County Public Health estimates that approximately 21% of children in the county suffer from mental disorders with at least some functional impairment at home, school and with peers.
- According to the Minnesota Student Survey (2013), across all Minnesota counties in the study area and in the state, 9th grade females reported higher rates of being harassed or bullied once or twice for their weight or physical appearance as compared to males. Additionally, a higher percentage of female 9th graders, compared to male 9th graders, report having a long-term mental health, behavioral health or emotional problem.
- Washington County identified behavioral health problems among children and adults due to substance abuse and mental illness as a health need in the Washington County Community Health Improvement Plan 2014.
- As a part of the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*, the Community Health Needs Assessment (CHNA) Survey identified alcohol and other substance use and addictions as a top health priority. Additional findings from this study indicate that 12.6% of students have considered attempting suicide in the last six months, 43.2% of high school students agreed that harassment and bullying is a problem at their school and excessive alcohol consumption is one of Wisconsin's largest public health issues.
- The *Healthiest Wisconsin 2020: Everyone Living Better, Longer* Health Focus Areas include mental health and unhealthy alcohol and drug use.
- Participants in the community conversations conducted by Lakeview Hospital identified access to mental health services, as well as chemical and substance abuse issues as concerns in the study area. This includes the need to decrease stigma associated with mental

health problems; to close the gap in access to services; to implement preventative education; and to connect the "need" with the "help." Participants also discussed the chemical and substance abuse issues in the community. Concerns include the abuse of prescription medications; the lack of continuing alcohol and tobacco education; the increase in drug use among high school students; the problem with marijuana's increasing acceptance; and the need to educate adults and guardians on new forms of common substances.

- In 2012, 76 people in Washington County, 261 people in Ramsey County, and 36 people in St. Croix County were injured in alcohol-related motor vehicle crashes.
- According to the Minnesota Student Survey (2013), overall, a higher percentage of female 9th grade students (between 10% and 14%), compared to male 9th grade students (between 8% and 11%), reported living with someone who drinks too much alcohol.
- In 2011, 28% of St. Croix County residents responding to the survey participated in binge drinking in the last 30 days before the survey, as compared to 23% of Wisconsin.
- In St. Croix, 29% of high school students reported having consumed alcohol during the last 30 days. In addition, 16.2% of St. Croix high school students reported binge drinking during the past 30 days before the survey.
- According to the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*, the Youth Risk Behavior Surveillance System Survey indicates that 21.3% of high school students reported having tried marijuana.

Priority #1: Mental and Behavioral Health

Goal	Strategies/Activities	Hospital Role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Reduce stigma surrounding mental illnesses	Implement Make It Ok anti-stigma campaign in collaboration with local public health and other community partners	Community Health	x	x	Valley hospitals; Public Health; Community Partners			
	Integrate Make It Ok into employee wellness programs for hospital and clinic	Community Health	x	x	Valley Hospitals; Public Health; Community Partners			
	Support efforts to raise stigma awareness including annual NAMI walk	Marketing	x	x	Community Health; NAMI			
Improve access to mental health services	Develop strategy to improve mental and behavioral health care and community connections through exploring navigators and /or embedded care.	Medical Leadership	x		Valley Hospitals; Community Partners			
	Evaluate and develop inpatient treatment capacity for behavioral health care in the St. Croix Valley area	Medical Leadership	x		Valley Hospitals; Community Partners			
	Improve processes for behavioral health patients in emergency department	Medical Leadership						
	Support DIAMOND (Depression Improvement Across Minnesota, Offering a New Direction) program to treat patients with depression with support from a team that includes primary care, care manager and a consulting psychiatrist.	Primary Care	x		Foundation			

Priority #1: Mental and Behavioral Health

Goal	Strategies/Activities	Hospital Role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Improve access to mental health services	Support Stillwater Student Wellness Center program in collaboration with community partners, Lakeview dietitians and local school district(s).	Foundation	x	x	Community Health; Community Partners			
Reduce drug use and risky and unhealthy alcohol use	Support community organizations and programs that reduced alcohol and drug use. Examples include: Youth Service Bureau and Tree House	Foundation	x		Community Health; Community partners			
	Support and participate in CONNECT and other chemical health community collaboration efforts.		x	Community Health	Parish nursing; Public health; Community Partners			
	Train staff on prescription drug abuse, diversion and chemical health.	Professional Education						
Reduce tobacco use and exposure among youth and adults	Offer and promote tobacco cessation education to patients and the community.	Community Education	x		Community Health; American Lung Association; Public Health			

Priority #1: Mental and Behavioral Health

Goal	Strategies/Activities	Hospital Role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Increase education around mental and behavioral health	Offer and promote ongoing education and outreach on stigma, depression and other mental health issues for the community.	Community Education	x		Parish Nurses; Community Health; Health Care Providers; Community Partners; Public Health			
	Provide staff education on mental and behavioral health issues including mental health crisis training for Hospital, clinic and Emergency Department staff	Medical and Nursing Leadership	x	x	Foundation; Community Health; Community Partners			
Align efforts and collaborate with community partners	Actively participate in Community Leadership Team for Statewide Health Improvement Program in collaboration with Washington County Public Health.		x	x	Community Health; Public Health; Community Partners			
	Actively participate in Behavioral Health summit collaboration with Washington County Public Health.		x	x	Community Health; Public Health; Community Partners			

Priority #1: Mental and Behavioral Health

Goal	Strategies/Activities	Hospital Role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Align efforts and collaborate with community partners	Convene the Community Health Action Team (CHAT) and Health and Wellness Advisory Committee to involve the community, gather input from advisors and collaborate on efforts to improve mental and behavioral health.	Community Health	x		Medical leaders; Public health; Community Partners			
	Partner with Healthier Together and St. Croix County public health on efforts to improve mental and behavioral health care.		x	x	Community Health; Public Health; Community Partners			

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Priority #2: Access and Affordability

Rationale:

- While Washington County's median household income is over \$81,000, St. Croix County's median household income is much lower at \$69,641, and Ramsey County's median household income is even lower at \$56,293 (2013). In addition, between 6% and 23% of children under age 18 in the hospital's study area are living in poverty (2013).
- Each county's unemployment rate has decreased since 2012, while Washington County's unemployment rate is still slightly higher than Minnesota's rate (2014).
- 9.5% of residents under age 65 in Minnesota and 10.6% of residents under age 65 in Wisconsin do not have health insurance (2013). This compares to 11.8% in Ramsey County, 7% in St. Croix County and 6.3% in Washington County.
- Ramsey County identified access to health services as a top health priority in the Ramsey County Community Health Improvement Plan 2014-2018.
- The *Healthiest Wisconsin 2020: Everyone Living Better, Longer* Infrastructure Focus Areas include: access to quality health services; collaborative partnerships for community health improvement; equitable, adequate, stable public health funding; public health capacity and quality; tobacco use and systems to manage and share health information and knowledge.
- As a part of the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*, the Community Health Needs Assessment (CHNA) Survey identified access to primary and preventive services as a top health priority.
- Parents who participated in the Family Community Survey, as a part of the PowerUp initiative in St. Croix and Washington Counties, indicated that coupons/price discounts would help PowerUp their families.
- Participants in the community conversations conducted by Lakeview Hospital identified creating connections as a significant need in the community. Connecting people to services and to each other was a recurring theme, and it was mentioned that Lakeview Hospital can be influential by continuing to connect patients to available services. Improving access to health care for populations with limited services and increasing the proportion of residents who have access to health coverage were also mentioned by participants as important initiatives in the community.

Priority #2: Access and Affordability

Goal	Strategies/Activities	Hospital Role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Improve connections of people to health care and community resources	Compile local community resources and share with staff, partners and patients via multiple methods including web and staff training.	Community Health	x		Valley Hospitals; Public Health; Community Partners			
	Lakeview supports "The Gathering" at Boutwells Landing, providing end of life and palliative care. Lakeview integrates assisted living with hospice care to coordinate care effectively.	Home Care and Hospice	x		Foundation			
	Lakeview Health will continue to financially support community organizations and programs that help connect people to services including Portico and Community Thread.	Foundation	x		Community Health; Community Partners			
	Lakeview leads and funds the St. Croix Valley Parish Nurse program, a healthcare ministry providing physical, emotional and spiritual care for individuals, families and communities served by local congregations. Parish nurses bring holistic healthcare and a variety of wellness resources to parishioners and the community — in their homes, healthcare settings and at the churches. There are nine churches in the St. Croix Valley Parish Nurse Program.	Foundation	x		Parish Nurse Leadership; Community Health; Local Parishes			

Priority #2: Access and Affordability

Goal	Strategies/Activities	Hospital Role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Increase access, affordability and quality of primary and preventative healthcare	Support Stillwater Student Wellness Center program in collaboration with community partners, Lakeview dietitians and local school district and explore expanded scope of services.	Foundation	x	x	Community Health; Community Partners; Medical Leadership			
	Provide medical consultation to Washington County Public Health	Medical Leadership	x	x	Public Health			
	Provide non-critical transport service to transfer patients to a medical facility that can provide the most appropriate level of care.	EMS	x		Valley Hospitals; Regions Hospital			
	Support Tactical EMS (TEMS) training for EMS to be imbedded with county sheriffs, thus increasing health care resources at time of crisis and first response.	Foundation; EMS	x	x	Lakeview Foundation; Washington County Sheriff			
	Provide financial counseling to help secure a payment source for un-insured and under-insured patients	Business Office	x		Community Partners; Public Health			
	Provide Health Care Scholarships to increase number of trained health care professionals in our community.	Foundation						
	Assist patients with accessing affordable medications through the Lakeview Prescription Assistance Program.	Foundation	x		Community Partners			

Priority #2: Access and Affordability

Goal	Strategies/Activities	Hospital Role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Increase access, affordability and quality of primary and preventative healthcare	Total Cost of Care Task force to continue efforts to reduce the total cost of care for patients served by our hospital and clinics.	Hospital and Clinic Leadership	x		Community Partners			
	Support access to diabetes care and education taking into consideration income and high deductible insurance plans.	Diabetes Education	x		Foundation			
	Develop models of care in Emergency and Hospital medicine that increase efficiencies and access.	Medical Leadership	x		Valley leaders			
	Improve access to specialty services such as cardiology and women's health services.	Medical Leadership	x		Valley leaders			
	Explore innovative bundled services for commercial and government programs in partnership with CMS and partner providers.	Medical Leadership	x		Valley leaders			
	Collaborate around quality improvement to identify and improve quality gaps including training in quality improvement for leaders.	Quality	x		Professional Education; Valley hospitals			

Priority #2: Access and Affordability

Goal	Strategies/Activities	Hospital Role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Align efforts and collaborate with community partners.	Actively participate in Community Leadership Team for Statewide Health Improvement Program in collaboration with Washington County Public Health.		x	x	Community Health; Public Health; Community Partners			
	Actively participate in Behavioral Health summit collaboration with Washington County Public Health.		x	x	Community Health; Public Health; Community Partners			
	Convene the Community Health Action Team (CHAT) and Health and Wellness Advisory Committee to involve the community, gather input from advisors and collaborate on efforts to improve access and affordability.	Community Health	x		Medical Leaders; Public Health; Community Partners			
	Partner with Healthier Together and St. Croix County public health on efforts to improve affordability and access.		x	x	Community Health; Public Health; Community Partners			

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Priority #3: Chronic Disease and Illness Prevention

Rationale:

- Cancer and heart disease are the first and second leading causes of death in Ramsey, St. Croix, and Washington Counties, as well as Minnesota and Wisconsin (2009-2013). St. Croix County has increasing diabetes, cirrhosis, and chronic lower respiratory disease mortality rates, while Ramsey County has increasing unintentional injury, cirrhosis and chronic lower respiratory disease mortality rates. Ramsey County also has the highest rates of stroke mortality and cancer mortality in the study area. Finally, Washington County has a higher incidence of breast cancer in females and colorectal cancer in all gender groups compared to other counties in the study area and Minnesota.
- Obesity and diabetes are also concerns in the study area counties and across the state. More than 25% of residents in each of the counties in the hospital's study area, as well as Minnesota and Wisconsin, are obese (2012). Additionally, over one-third of the adult population in Washington County (36.3%), as well as Minnesota (37.0%) and Wisconsin (36.5%), are overweight. St. Croix has the highest rate of obesity compared to other counties in the study area, but is lower than Wisconsin's rate. St. Croix County also has a higher rate of diabetes mortality compared to other counties in the study area, as well as Minnesota and Wisconsin.
- Ramsey County identified nutrition, weight and active living as a top health priority in the *Ramsey County Community Health Improvement Plan 2014-2018*.
- Washington County identified obesity and chronic diseases as two of its top three health priorities in the *Washington County Community Health Improvement Plan 2014*.
- The *Healthiest Wisconsin 2020: Everyone Living Better, Longer* Health Focus Areas also include: chronic disease prevention and management; communicable disease prevention and control; physical activity; healthy growth and development; adequate, appropriate, and safe food and nutrition; and tobacco use and exposure.
- St. Croix County identified healthy foods and physical activity as two of its top three health priorities in the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*. Community input findings also indicate that increased access to active living, access to healthy food options and promotion of healthy eating are needs in the community. Finally, 82% of respondents in the Transform Wisconsin Public Opinion Poll indicated that childhood obesity is a serious problem in Wisconsin.
- Parents who participated in the Family Community Survey, as a part of the PowerUp initiative, indicated that physical activity during

the school day, access to free/low cost places to be physically active, physical education in schools, and better food and beverage options at community events would help PowerUp their families.

- According to the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016* , the Youth Risk Behavior Surveillance System Survey indicates that 25.6% of students reported watching television 3 or more hours per day on an average school day.
- Overall, in each county and the state, male 11th grade students compared to female 11th grade students were physically active for 60 minutes or more on a greater number of days (Minnesota Student Survey, 2013, 4-7 days compared to 0-3 days).
- In St. Croix, 79.6% of residents reported consuming insufficient fruit and vegetable intake in 2012, as compared to the Wisconsin average of 77.2%.
- Overall, in each county in the study area and Minnesota, a slightly higher percentage of male 11th grade students, compared to female 11th grade students, drank at least one pop or soda during the day prior to taking the 2013 Minnesota Student Survey.
- Participants in the community conversations conducted by Lakeview Hospital identified nutrition and physical activity as needs in the community. This includes a lack of health literacy regarding wellness; lack of access to nutrient-dense foods due to food inequity in the area, particularly for special populations; lack of resources promoting physical activity; and a need for an enhanced focus on school wellness.
- Gonorrhea rates are increasing in Ramsey County, as well as Minnesota. Chlamydia rates are also increasing in Ramsey County as well as Minnesota, and Ramsey County had the highest chlamydia and gonorrhea rates compared to other counties in the study area in 2014.
- Chlamydia rates in both St. Croix County and Wisconsin are increasing. According to the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016* , the Youth Risk Behavior Surveillance System Survey indicates that over one-third (36.1%) of students reported ever having sexual intercourse.
- Asthma Emergency Department visit rates are higher in Ramsey County than in Minnesota (2011-2013).
- According to the Minnesota Department of Health, between 30% and 59.9% of children ages 24-35 months in Ramsey and Washington Counties have their recommended immunizations, compared to approximately 63% of children in the state (2013).

- The percentage of mothers who received adequate or better prenatal care in Ramsey and Washington Counties has recently decreased. St. Croix County has also had a decreasing percentage of mothers who received prenatal care in the first trimester since 2010.
- Tobacco use and exposure is identified as an area of concern in both the *Washington County Community Health Improvement Plan 2014* and the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016* Community Health Needs Assessment Survey.
- In 2010, 14.5% of females and 17.7% of males in Minnesota were current smokers. Washington County had the highest rate of male everyday smokers (21.4%) out of the Minnesota study area counties.
- In 2010, 21% of St. Croix County adult residents reported that they currently smoke, as compared to 21% of Wisconsin adult residents.

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Make better eating and physical activity easy, fun and popular for children and families through the PowerUp Initiative	Engage the community in PowerUp partnerships through shared leadership with the community and engaging communications and outreach.	Community Health	x		Health and Wellness Advisors; Community Partners; Public Health; Marketing; Valley Leadership			
	Focus community attention on healthier communities for children through PowerUp for Kids Week and ongoing community outreach.	Community Health	x		Health and Wellness Advisors; Community Partners; Public Health; Marketing; Valley Leadership			
	Deliver PowerUp School Challenge and School Change Toolkit in all interested schools in target school districts in Washington and St. Croix Counties.	Community Health	x		Health and Wellness Advisors; Community Partners; Public Health; Marketing; Valley Leadership			

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Make better eating and physical activity easy, fun and popular for children and families through the PowerUp Initiative	Consult with community partners and provide resources to create a healthier food and physical activity environment through open gyms, farmer's markets, school policy and practice changes, improving foods at community and school events and concessions.	Community Health	x		Health and Wellness Advisors; Community Partners; Public Health; Marketing; Valley Leadership			
	Provide ongoing educational opportunities for kids and families including cooking classes and educational resources.	Community Health	x		Health and Wellness Advisors; Community Partners; Public Health; Marketing; Valley Leadership			

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Improve the health of children beginning in early childhood, through the Children's Health Initiative	Develop and implement Children's Health Initiative strategies including: Read, Talk Sing resources; Social Emotional Development identification; Promote drug and alcohol free pregnancies; Breast-Feeding Promotion; Standard Workflows; OB-Pediatric coordinated care; Postpartum Depression; Decrease Teen Pregnancy; Supporting High-Risk Families; Early Childhood Experience screening	Medical leadership	x		Valley leadership; community partners			
	Achieve Baby-Friendly hospital status through changes to promote and support breastfeeding.	Hospital leadership	x		Public health; Community Partners			
Increase access to physical activity	Increase availability of free and low-cost physical activity options for children and families (See PowerUp)	PowerUp	x		Community Partners; Public Health; Schools and Community Centers			
	Support and participate in community efforts towards community center. Participate in district 834 community center advisory and facilities groups. Participate in continued collaboration with local government, YMCA and other partners to explore community center.	Community Health	x	x	District 834; Community Partners			

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Increase access to physical activity	Partner with local, state and national park, recreation clubs, youth sports and others to increase opportunities for youth and family physical activity (See PowerUp)	PowerUp	x	x	Community Partners; Public Health			
	Offer and support Farmer's markets, Community Supported Agriculture, community gardens and other sources of local produce on hospital and clinic campuses and in the community.	Green Team	x	x	PowerUp; Community Health; Local Farmers; Employee Wellness			
Increase access to fruits, vegetables and other nutritious foods	Reduce High Sugar/Low nutrient foods in hospital and clinic campuses to no more than 20% of total beverages and foods offered.	Nutrition Services	x		PowerUp; Community Health; Employee Wellness			
	Reduce Sugar Sweetened Beverages in hospital and clinic campuses to no more than 20% of total beverages offered.	Nutrition Services	x		PowerUp; Community Health; Employee Wellness			
	Increase availability of fruits, vegetables and less processed food options in hospital and clinic cafés and vending	Nutrition Services	x		PowerUp; Community Health; Employee Wellness			

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Increase access to fruits, vegetables and other nutritious foods	Create and adopt healthy food and beverage guidelines for internal and external meetings and events.	Community Health	x	x	Community Partners; Public Health			
	Consult with and support community partners to reduce high sugar/low nutrient food and sugar sweetened beverage offerings at community events (see PowerUp)	Community Health	x					
Improve health awareness, knowledge and literacy in the community	Host, participate in and support community health fairs and events to share health information and resources with targeted populations in the community including Hops for Health, Women's Event, Diabetes events.	Marketing	x		Community Health; Medical Providers; Community Education			
	Provide community education on topics that reflect community health needs including tobacco cessation, diabetes prevention, obesity, healthy eating, physical activity and mental health issues and awareness.	Community Education	x		Medical Providers; Community Health; Public Health; Community Partners			

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Provide health education and support to patients and the community	Collaborate to provide high quality Diabetes education to patients and families including standardized processes and educational materials.	Diabetes and Nutrition Education	x		Professional Education; Medical Leadership			
	Train hospital and clinic staff on diabetes education through classes, newsletters and EPIC.	Diabetes and Nutrition Education	x		Professional Education; Medical Leadership			
	Provide patients education, childbirth education and support groups on key health topics.	Patient / Community Education	x		Community Health; Community Partners			
	Actively participate in Community Leadership Team for Statewide Health Improvement Program in collaboration with Washington County Public Health.		x	x	Community Health; Public Health; Community Partners			

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Align efforts and collaborate with community partners.	Participate in and support ACT on Alzheimer's coalition to create a dementia friendly community.		x	x	Parish Nurses; Public Health; Community Partners			
	Convene the Community Health Action Team (CHAT) and Health and Wellness Advisory Committee to involve the community, gather input from advisors and collaborate on efforts to improve chronic disease and illness.	Community Health	x		Community Health; Public Health; Community Partners			
	Partner with Healthier Together and St. Croix County public health on efforts to reduce chronic disease and illness.	Community Health	x	x				

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Priority #4: Equitable Care

Rationale:

- There are approximately 532,655 residents in Ramsey County, 249,283 residents in Washington County, and 86,759 residents in St. Croix County (2014). Each county in the study area had a higher overall population percent growth than both Minnesota and Wisconsin (2010-2014).
- The 65 and older population experienced the greatest percentage increase of all age groups in every county in the study area and in Minnesota and Wisconsin (2010-2014). Washington County has the highest median age in the hospital's study area, which is also higher than Minnesota's median age. St. Croix and Washington Counties' median ages are increasing, while Ramsey County's median age is remaining relatively stable.
- Ramsey County is also one of the most diverse counties in the study area. There are approximately 12% Black or African American residents and approximately 14% Asian residents in Ramsey County. Black populations in Ramsey, Washington and St. Croix Counties also increased between 2010 and 2014, as well as Asian populations in Ramsey and Washington Counties.
- Data indicates that there is inequity among diverse populations. For example, there are significant disparities in high school graduation rates across racial groups in Minnesota (2013-2014) and in high school completion rates across Wisconsin (2013-2014).
 - Minnesota:
 - American Indian/Alaska Native: 50.6%
 - Black: 60.4%
 - Hispanic: 63.2%
 - White: 86.3%

- Wisconsin:
 - American Indian/Alaska Native: 79.1%
 - Black: 65.9%
 - Hispanic: 79.1%
 - White: 93.3%
- Overall, 17.2% of children in St. Croix County, 18.6% of children in Ramsey County, and 13.2% of children in Washington County are food insecure (2013). Additionally, 8.3% of seniors in Minnesota and 11% of seniors in Wisconsin are threatened by hunger (2013).
- Ramsey County identified social determinants of health in the *Ramsey County Community Health Improvement Plan 2014-2018* . This includes poverty, income, education, unemployment, home ownership and affordable housing, and transportation.
- Washington County emphasizes addressing issues related to health equity by targeting vulnerable populations across their three community health priorities in the *Washington County Community Health Improvement Plan 2014*.
- According to the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016* , homelessness, domestic violence, and lack of public transportation are issues facing families in St. Croix County.
- The *Healthiest Wisconsin 2020: Everyone Living Better, Longer* Infrastructure Focus Areas include: diverse, sufficient, competent workforce that promotes and protects health; health literacy and education; and equitable, adequate, stable public health funding.
- When asked what they would do if they were in charge of improving the overall health of the community, participants in the community conversations conducted by Lakeview Hospital indicated that reducing gaps in care and improving health education would be two of the seven main priorities.

Priority #4: Equitable Care

Goal	Strategies/Activities	Hospital Role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Improve capacity to deliver equitable care	Explore issue of equitable care and adept changes and measures.	Hospital Leadership						
	Train leaders and staff in diversity, health literacy and cultural humility.	Hospital Leadership						
Align efforts and collaborate with community partners.	Actively participate in Community Leadership Team for Statewide Health Improvement Program in collaboration with Washington County Public Health.		x	x	Community Health; Community Partners; Public Health			
	Actively participate in Behavioral Health summit collaboration with Washington County Public Health.		x	x				
	Continue to lead the Community Health Action Team, and Health and Wellness Advisory Committee to involve the community, gather input from advisors and collaborate on efforts to improve care equity.	Community Health	x	x	Hospital Leadership; Foundation; Public Health; Community Partners			
Facilitate improved access to services and resources for low income and diverse populations.	Continue to support community organizations and programs that help connect people to services including Portico, Valley Outreach, Community Thread, YSB, Canvas Health	Foundation	x	x	Community Health; Community Partners			
	Continue Better Shelf for Better Health projects and share model and replicate to multiple food shelves and hunger relief organizations. (See PowerUp)	PowerUp	x		Public health; MN Extension Service; Food Banks; Community Partners			

Priority #4: Equitable Care

Goal	Strategies/Activities	Hospital Role			Partners	Progress and Key Results		
		Lead	Collaborate	Participate		2016	2017	2018
Facilitate improved access to services and resources for low income and diverse populations.	Increase availability of free and low-cost physical activity options for children and families (See also PowerUp)	PowerUp	x		School Districts; Community Centers; Community Partners			
	Increase number of PowerUp materials available in other languages (Spanish)	PowerUp						
	Improve and connect community members to health services (see also Access and Affordability)	Community Health	x	x	Hospital Leadership; Public Health; Community Partners			
	Prepare youth and families to promote healthy communities (See also PowerUp and Children's Health Initiative)	Community Health	x	x	Hospital Leadership; Public Health; Community Partners			
	Participate in community outreach, events and education for specific populations.	Community Health	x	x	Community Education: Public Health; Community Partners			