



Sanford Medical Center Thief River Falls  
**Community Health Needs Assessment  
Implementation Strategies**  
2014-2016

dba Sanford Thief River Falls Medical Center EIN# 41-0709579

Dear Community Members,

Sanford Thief River Falls 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 Thief River Falls has set strategy to address the following community health needs:

- Substance Abuse
- Care Coordination and Chronic Disease Management
- Access

Sanford is also addressing mental health services and obesity through enterprise-wide implementation strategies. The enterprise strategies are included in this document 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 Thief River Falls, 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,



Brian Carlson  
CEO

## Addressing the Needs in Thief River Falls

### ACCESS

Community resources addressing the need:

- Sanford Health – TRF
  - Provider Based Clinic Providers
- Outreach Providers
  - Pain Clinic/MDA Services, Valley Medical
  - Ophthalmology, Altru
  - Allergist, Altru

Sanford's commitment to addressing the need:

- Sanford is addressing this need through a recruitment plan and is actively recruiting for additional providers.
- Sanford TRF has prioritized this as a high need and has developed an implementation strategy to improve access.

### CANCER

Community resources addressing the need:

- Sanford Cancer Biology Research Center
- Sanford Roger Maris Cancer Center Fargo
  - Oncologist Services
  - Radiation Oncology
  - Medication Oncology
- Sanford Health – TRF
  - Infusion based chemotherapy
  - Outreach Oncologist
- Altru Cancer Center
  - Oncologist Services
  - Radiation Oncology
  - Medication Oncology
- Sanford Health – Bemidji
  - Oncologist Services
  - Medication Oncology

Sanford's commitment to addressing the need:

- Sanford is addressing this need through an outreach oncologist who regularly attends patients in TRF. Sanford also provides chemotherapy on-site in TRF.

- Sanford has dedicated resources and recruited experts in the field of oncology to address cancer research.
- Additional forms of cancer therapies potentially offered in TRF are deemed unsustainable given the demographics.

### **CARE COORDINATION**

Community resources addressing the need:

- Sanford Health – TRF

Sanford's commitment to addressing the need:

- Sanford has determined that this is a high need in the community and is addressing this need by developing an implementation strategy. Sanford is also addressing this need through new programs to improve care coordination, including the Health Coach and Medical Home programs. The new One Chart, implemented in 2012-2013, makes the medical record available to all providers in the system.

### **CHRONIC CONDITIONS**

Community resources addressing the need:

- Sanford Health – TRF
  - Certified Medical Home/Chronic Disease Management
  - Clinical Dietitians
  - Diabetes Educators
  - Tobacco Cessation Services
  - Outreach Cardiologist
  - Cardiac Rehab Services

Sanford's commitment to addressing the need:

- Will Sanford has determined that this is a high need in the community and is addressing this need by developing an implementation strategy.
- Sanford has also 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 can be accessed on-line at <https://selfmanage.org/sanford/>

### **COMPETITION**

Community resources addressing the need:

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Sanford's commitment to addressing the need:

- Sanford is addressing this need by working collaboratively with public health and other providers.

## **DAY CARE**

Community resources addressing the need:

- Community Church Day Care Center – 218-681-5327
- Sullivan Day Care – 218-681-1179
- Discovery Place – 218-681-5202
- TRF School District Latchkey Program – 218-681-2362
- Kourtney’s Daycare – 218-416-2049
- Pathfinder Children’s Center – 218-683-7180
- Great Beginnings Infant Center – 218-581-0321
- Northwest Area Learning Center – 218-681-8676

Sanford’s commitment to addressing the need:

- Sanford is addressing this need by sharing these concerns and the results of the CHNA with community leaders.
- Child care is not within the expertise of Sanford Health, and will not likely be offered as a part of Sanford TRF services, but Sanford TRF would be a participant in community discussion if the opportunity arises based on our input.

## **DENTAL CARE**

Community resources addressing the need:

- Bryce Bray, DDS – 218-681-4344
- John Seaverson, DDS – 218-681-4050
- Ben Saylor, DDS – 218-681-1700
- John Yoon, DDS – 218-681-4506
- Martin Duchscher, DDS – 218-681-4506
- Lin Christensen, DDS – 218-681-2545
- Danell Stromstad, DDS – 218-681-2545
- Donna Helmich, DDS – 218-681-4050
- Michael Eickman, DDS – 218-681-2545
- Thomas Dimich, DDS – 218-681-2545
- Orthodontist: Bryce Bray, DDS – 218-681-4344

Sanford’s commitment to addressing the need:

- Sanford is addressing this need by sharing these concerns and the results of the CHNA with public health and community leaders.
- Dental care is not within the expertise of Sanford Health, and will not likely be offered as a part of Sanford TRF services, but Sanford TRF would be a participant in community discussion if the opportunity arises based on our input.

## **ECONOMIC SITUATION/BUSINESS COMMUNITY**

Community resources addressing the need:

- Northwest Minnesota Foundation
- State Funded Development Officer – City of TRF
- TRForward

- Small Business Administration
- Chamber of Commerce
- Englestad Foundation

Sanford's commitment to addressing the need:

- Sanford is addressing this need by sharing these concerns and the results of the CHNA with community leaders.
- Sanford is a major employer in the area and contributes to the economic development of the community, and continues to look for growth opportunities.

### **ELDERLY**

Community resources addressing the need:

- Silver Sneakers Type Programs
  - Sanford Health – TRF
  - Anytime Fitness
- Community Senior Center

Sanford's commitment to addressing the need:

- Sanford is addressing this need by providing a health and fitness club for all ages, with specific programs for seniors.

### **HEALTHCARE COST/INSURANCE COST**

Community resources addressing the need:

- Community Care Program (through the Sanford Clinic) - Sanford will provide services at no cost or reduced cost to pts. who qualify – 218-681-4747
- Tri-Valley Opportunity Council – may have low cost medical or dental assistance – 218-736-2856
- WIC for women and children
- Intercounty Nursing/Public Health Services

Sanford's commitment to addressing the need:

- Sanford addresses this need by providing charity care through the Community Care program and has a discounted rate for those who qualify for assistance.

### **HOUSING**

Community resources addressing the need:

- Inter-County Community Council (loan and grant programs for low income and those facing eviction or foreclosure) – 218-796-5144
- HUD
- NW Multi-County Housing Authority – 218-637-2431
- USDA Rural Development – 218-681-2843

Sanford's commitment to addressing the need

- Sanford is addressing this need by sharing these concerns and the results of the CHNA with community leaders.

- Housing is not within the expertise of Sanford Health, and will not likely be offered as a part of Sanford TRF services, but Sanford TRF would be a participant in community discussion if the opportunity arises based on our input.

## **MENTAL HEALTH**

Community resources addressing the need:

- Sanford Health – TRF
  - Mental Health IP
  - IRTS Residential Facility
  - Case Management Services
  - Community Based Behavioral Health Services
  - Behavioral Health Crisis Response Services
  - Psychiatrist/Psychologist services
  - Youth residential treatment center
  - LICSW services
- Sanford One Care
- Family Preservation Project (in-home family counseling) – 218-683-7180
- Glenmore Recovery Center – 281-681-8019
- Northwest Recovery Center – 218-681-6561

Sanford’s commitment to addressing the need:

- Sanford has prioritized mental health as an implementation strategy for FY 2014-2016.

## **OBESITY**

Community resources addressing the need:

- Sanford Dietitians
- Sanford WebMD Fit Kids
- Sanford Health – TRF
  - Fitness Center
- Anytime Fitness – 281-681-1305
- Healthy U Gym – 218-689-4791
- Curves – 218-681-2257
- Natural Health and Fitness – 218-681-1565
- Racquetball Fitness Arts – 218-681-6709
- Tae Kwon Do – 218-681-2462

Sanford’s commitment to addressing the need:

- Sanford has prioritized obesity as an implementation strategy for FY 2014-2016.
- Sanford dietitians are MNT providers and are available for 1:1 counseling or for community presentations and consultations.

## **PHYSICAL ACTIVITY**

Community resources addressing the need:

- Sanford WebMD Fit Kids

- Sanford Health – TRF
  - Fitness Center
- Anytime Fitness – 281-681-1305
- Healthy U Gym – 218-689-4791
- Curves – 218-681-2257
- Natural Health and Fitness – 218-681-1565
- Racquetball Fitness Arts – 218-681-6709
- Tae Kwon Do – 218-681-2462

Sanford's commitment to addressing the need

- Sanford is addressing this need by sharing these concerns and the results of the CHNA with community leaders.
- Additionally, Sanford provides a fitness center for all community members.

### **PHYSICIANS**

Community resources addressing the need:

- Sanford Health – TRF

Sanford's commitment to addressing the need:

- Sanford Health in TRF is always looking to recruit physicians needed in the community today and in the future. We will continue to hire, retain, and recruit quality providers who share the values of the organization and patients, but feel it would be unfair to discriminate based on ethnicity.

### **PREVENTION**

Community resources addressing the need:

- Family Preservation Project (in-home family counseling) – 218-683-7180
- Glenmore Recovery Center – 281-681-8019
- Northwest Recovery Center – 218-681-6561
- Sanford Health – TRF
- Behavioral Health Crisis Response Services
- Psychiatrist/Psychologist services
- Youth residential treatment center

Sanford's commitment to addressing the need:

- Sanford has prioritized mental health as an implementation strategy for FY 2014-2016.

### **SUBSTANCE ABUSE**

Community resources addressing the need:

- Upper Mississippi Mental Health Services
- Sanford Health – TRF
- DARE
- Safe and Sober
- AA



Sanford's commitment to addressing the need:

- Sanford has prioritized mental health as an implementation strategy for FY 2014-2016.

### **TRANSPORTATION**

Community resources addressing the need:

- The Bus – 218-281-0700 / 1-800-201-3432
- Great Plains EMS – 218-681-4084
- Heartland Express – 218-681-6760
- Northland Taxi – 218-681-6666
- TRF Ambulance – 218-681-4084

Sanford's commitment to addressing the need:

- Sanford will share these concerns with community leaders.
- Transportation is not within the expertise of Sanford Health, and will not likely be offered as a part of Sanford TRF services, but Sanford TRF would be a participant in community discussion if the opportunity arises based on our input.

### **WORKFORCE**

Community resources addressing the need:

- Northland College
- University of North Dakota
- University of Minnesota – Crookston
- Northland College Center for Career Services
- Occupational Development Center (ODC)
- TRF Public School District

Sanford's commitment to addressing the need:

- Sanford will share these concerns with community leaders.
- Workforce development, in this sense, is not within the expertise of Sanford Health, and will not likely be offered as a part of Sanford TRF services, but Sanford TRF would be a participant in community discussion if the opportunity arises based on our input.

### **YOUTH**

Community resources addressing the need:

- Big Brother/Big Sister – 218-681-8711
- Communities Caring for Children (early and continuous prenatal care) – 218-681-0876
- Crisis Intervention (Child Abuse and Maltreatment – 1-800-422-0863
- Family Advocacy Program (supportive services for pregnant teens and teen parents) – 218-681-8711
- Northwest Recovery Center – 218-681-6561
- Occupational Development Center – 218-681-4949
- Pathfinders Child Treatment Center – 218-681-7180
- Tri-Valley Child Care Resource & Referral – 1-800-543-7382
- Umbrella Tree Safety (supervised visitation and exchanges) – 218-681-5557

- Violence Intervention Project – 218-681-5557
- DARE
- Youth Police Officer – City of TRF
- Sanford WebMD Fit Kids
- Sanford Health – TRF
  - Behavioral Health Crisis Response Services
  - Psychiatrist/Psychologist services
  - Youth residential treatment center
  - Sanford Dietitians

Sanford's commitment to addressing the need:

- Sanford has prioritized mental health as an implementation strategy for FY 2014-2016, including services for youth.
- Sanford dietitians are MNT providers and are available for 1:1 counseling or for community presentations and consultations.
- Sanford will continue to look to expand its service offerings in the schools within the communities we serve. This includes, but is not limited to, behavioral and psychological services.
- Other educational aspects of youth development are not within the expertise of Sanford Health, and will not likely be offered as a part of Sanford TRF services, but Sanford TRF would be a participant in community discussion if the opportunity arises based on our input.

### **SANFORD SPECIFIC**

Community resources addressing the need:

- Sanford Health – TRF

Sanford's commitment to addressing the need:

- Sanford has prioritized mental health as an implementation strategy for FY 2014-2016.
- Other Sanford specific concerns are being addressed through routine process and performance improvement projects within departments; some are rooted in justifiable Sanford policies, and will likely not be changed in the near future.

## Sanford Thief River Falls Community Health Needs Assessment

### Implementation Strategy

### FY 2014-2016 Action Plan

#### **Priority 1: Sanford One Mind**

**Goal 1:** Participate in the Sanford enterprise One Mind strategy

**Measurable Outcome:**

- One Care grant funded initiative 100% implemented

**Sanford Resources:**

- Multi-disciplinary teams
- Additional long-term staff

#### **Priority 2: Prescription Monitoring**

**Goal 1:** Establish systemic care plan for prescription drug abuse cases, including behavioral health, primary care and the Medical Home department

**Measurable Outcomes:**

- 100% EMR implementation
- 100% E-prescribe guideline compliance

**Sanford Resources:**

- EMR training/education/implementation
- Additional IT hardware
- Multidisciplinary implementation teams
- Monitoring

#### **Priority 3: Coordination of Care**

**Goal 1:** Establish reliable network for detoxification and inpatient chemical dependency treatment centers

**Measurable Outcomes:**

- Complete and establish algorithm for referrals

- Establish ongoing monitoring process to determine quality of available programming based on objective and/or subjective quality metrics

**Sanford Resources:**

- Existing staff
- Possibly additional program implementation

**Goal 2: Establish coordination of care between chemical dependency and dependency and behavioral health providers**

**Measurable Outcome:**

- Establish RN Health Coaches responsible for coordinating behavioral/mental health as well as medical

**Sanford Resources:**

- Additional long-term staff

**Goal 3: Develop reliable chemical dependency outpatient services for adolescents**

**Measurable Outcome:**

- Start or identify programming for adolescents with substance abuse issues

**Sanford Resources:**

- Possibly additional program implementation

**Goal 4: Improve access to chemical dependency assessments for community members**

**Measurable Outcome:**

- Start or identify programming to meet community needs for chemical dependency assessments

**Sanford Resources:**

- Possibly additional program implementation

**Priority 4: Obesity**

**Goal 1: Participate in the Sanford enterprise implementation strategy for obesity**

**Measurable Outcome:**

- 100% implementation of Sanford obesity programming guidelines

**Sanford Resources:**

- Program implementation
- Possible addition of long-term staff

## **Priority 5: Integrated Approach**

### **Goal 1: Integrate dietitian services with dialysis services**

#### **Measurable Outcome:**

- 100% implementation of integration plan

#### **Sanford Resources:**

- Existing staff
- Multidisciplinary teams

### **Goal 2: Establish integrated approach to behavioral health within primary care**

#### **Measurable Outcome:**

- One Care grant funded initiative 100% implemented

#### **Sanford Resources:**

- Multidisciplinary teams
- Additional long-term staff

### **Goal 3: Implement integrated EMR platform across clinic and hospital-based services**

#### **Measurable Outcome:**

- 100% EMR implementation

#### **Sanford Resources:**

- EMR training/education/implementation
- Additional IT hardware
- Multidisciplinary implementation teams
- Ongoing monitoring

### **Goal 4: Fully implement hospitalist program with established connectivity to outpatient providers**

#### **Measurable Outcomes:**

- 100% hospitalist coverage
- Sustained access to Internal Medicine physicians in the outpatient clinic setting

#### **Sanford Resources:**

- Additional long-term staff
- Medical Staff

### **Goal 5: Connect long-term care facilities to providers and inpatient services**

#### **Measurable Outcome:**

- Start to identify programming needed for patients of long-term care facilities in our region

**Sanford Resources:**

- Possibly additional program implementation

**Priority 6: Build DM Programs**

**Goal 1: Establish a comprehensive pain management program**

**Measurable Outcome:**

- Establish protocol and programming for chronic pain patients

**Sanford Resources:**

- Multidisciplinary team
- Additional program implementation
- Possible additional long-term staff

**Goal 2: Build and promote Medical Home and practices through the Medical Home Team: Cardiac Rehab, dietitians, RN Health Coaches, tobacco cessation specialists, outpatient social worker, etc.**

**Measurable Outcome:**

- One Care grant funded initiative 100% implemented

**Sanford Resources:**

- Multidisciplinary teams
- Additional long-term staff

**Priority 7: Expand Services/Coverage**

**Goal 1: Expand Urology services**

**Measurable Outcome:**

- Start or identify Urology services crucial to patients in the communities we serve

**Sanford Resources:**

- Possibly additional program implementation

**Goal 2: Create a more complete Oncology outreach program**

**Measurable Outcome:**

- Start or identify Oncology services crucial to patients in the communities we serve

**Sanford Resources:**

- Possibly additional program implementation

**Goal 3: Improve access to primary care including Family Medicine, Internal Medicine, OB/GYN, Pediatrics, Psychology, Psychiatry, satellite employer clinic model, APP – MD team model**

**Measurable Outcomes:**

- One Care grant funded initiative 100% implemented
- Improve access metrics in specialty areas identified

**Sanford Resources:**

- Multidisciplinary teams
- Additional long-term staff

**Goal 4: Establish outreach Dermatology services**

**Measurable Outcome:**

- Start or identify Dermatology services crucial to patients in the communities we serve

**Sanford Resources:**

- Possibly additional program implementation

**Goal 5: Establish Neurology outreach services**

**Measurable Outcome:**

- Start or identify Neurology services crucial to patients in the communities we serve

**Sanford Resources:**

- Possibly additional program implementation

**Goal 6: Establish a comprehensive pain management clinic**

**Measurable Outcome:**

- Establish protocol and programming for chronic pain patients

**Sanford Resources:**

- Multidisciplinary team
- Additional program implementation
- Possible additional long-term staff

## **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