

# Regions Hospital Implementation Plan

## Measurable Objectives and Implementation Activities

A comprehensive Community Health Needs Assessment (CHNA) was conducted for Regions, Lakeview, Hudson and Westfields hospitals. The analysis included a careful review of the most current health data available and input from numerous community representatives with special knowledge. It was concluded that the five prioritized health needs which are currently of paramount concern to the communities served by these hospitals are:

1. Increase Access to Mental Health Services
2. Promote Positive Behaviors to Reduce Obesity (Nutrition/Physical Activity)
3. Increase Access to Primary and Preventive Care
4. Improve Service integration
5. Promote Change in Unhealthy lifestyles (Tobacco/Alcohol/Substance Abuse)

Regions Hospital leadership has developed the following Implementation Plan to identify specific activities and services which directly address these health concerns, and are intended to positively impact the communities it serves. The objectives were identified by studying the health needs identified, within the context of the hospital's overall strategic plan, and the availability of finite resources. The Plan includes a rationale for each objective, based on the research conducted, followed by specific implementation activities.

### **Community Health Need Priority #1: Increase Access to Mental Health Services**

**Objective #1:** Regions Hospital seeks to improve access to mental health care by leading the effort to offer a centralized place for comprehensive, quality, and personal mental health services.

**Rationale:** Mental health illnesses are an increasing concern in Minnesota and in the community served by Regions Hospital, with admissions rates increasing since 2000. The current model of mental health treatment doesn't offer a personalized experience. The new model will create a space that offers patients the same personalized experience as they would receive for a medical condition.

### **Implementation Activities:**

- Regions hospital will build a new mental health care facility, including an eight- story tower with 100 private inpatient rooms. Space will be allocated for growth, as there will be room for an additional 20 beds in the future. With the new facility, patients will go from sharing a 2 person room to 1 person per room with a private bathroom. This initiative will cost upwards of \$35 million to complete. The facility is expected to be completed late in 2012.
- By first quarter 2013, Regions Hospital will begin operating a partial hospitalization program, DayBridge. This mental health program will be for adults who need intensive therapy, but can continue to live in their community with the support of family and friends. The program will include six to eight hours of therapeutic programming daily, five days a week. It also includes group, individual, and family therapy sessions. It will increase access options across the continuum of care, and is an identified need in the community.

**Objective #2:** Through funding by the HealthPartners Foundation and in partnership with various organizations, Regions Hospital will implement a mental health anti – stigma campaign, which is comprised of several new and on-going initiatives aimed at reducing the stigma associated with mental health illnesses.

**Rationale:** Mental health treatment is often stigmatized, particularly in culturally diverse communities. Stigmatization of mental health conditions can inhibit individuals from seeking appropriate care. Reducing stigma will improve access to these services and will help patients get the treatment they need. Furthermore, early intervention will prevent more serious conditions later in life.

**Implementation Activities:**

- The East Metro Mental Health Roundtable (see appendix for member listing) is a collaborative group of social service agencies, hospitals, governments, health systems, law enforcement and many others who have a vested interest in mental health care in the east metropolitan district of Minnesota. The Roundtable has been meeting since 2003, and out of this collaboration Regions Hospital has implemented several mental health initiatives including the anti – stigma campaign, which consists of the various efforts listed below. Regions Hospital will continue to lead and provide support to the East Metro Mental Health Roundtable and support the administrative costs of the task force.
- With support from HealthPartners, Regions offers “NAMI (National Alliance on Mental Illness) in the Lobby.” Specifically, NAMI in the Lobby volunteers assist guests of hospitalized patients experiencing mental illness. At the hospital, volunteers provide friends and family members with information and resources on mental illnesses, medications, and how to be an effective support system. By 2013, Regions Hospital will provide a new dedicated resource room to NAMI.
- Regions Hospital will participate in the annual NAMIWalk in September to raise the public's awareness of mental illnesses and end the stigma surrounding them. Regions Hospital will sponsor a team, promote the event, and raise funds to support the overall efforts of NAMI.
- Regions will proceed in the planning process for developing various marketing techniques associated with the anti – stigma campaign. Specific initiatives include developing a character, projecting messages that reflect people’s true stories, and leading a substantial amount of the early work in the anti – stigma campaign process. Regions will evaluate funding a broader community campaign in the 2013 annual budget.

**Objective #3: Regions Hospital, Regions Hospital Foundation (RHF) and HealthPartners will continue to support initiatives that improve access to mental health services.**

**Rationale:** It can be difficult for people with mental health conditions to access the appropriate treatment at the right time. Programs that increase access to medication, emergency services, and outpatient day programs will help patients get the services they need to improve quality of life and reduce readmission rates.

**Implementation Activities:**

- RHF raises funds for and acts as a fiscal agent for the Mental Health Drug Assistance Program (MHDAP) at Regions Hospital, which improves access to prescription drugs for persons with mental illness. MHDAP alleviates or averts many psychiatric crises in the east metro area by covering the full cost or co-pays of medications for un-insured and under-insured patients who cannot afford their own medications. Regions Hospital will make a financial contribution to the fund.
- RHF raised funds for the expansion of the Emergency Center, which opened a crisis unit in January 2010 to best serve the needs of its patients experiencing a behavioral health emergency. The secure unit contains 11 private rooms, patient showers, a common room, an interview room for social workers to meet with patients and family members, and a secure work area to centralize the care and monitoring of patients. Regions Hospital will continue to offer services in this crisis unit. By year end 2013, Regions Hospital will implement enhancements to the care model utilized in the crisis unit including improved violence and de-escalation training for staff, unit physical improvements for patient and staff safety and a revised clinical staffing model to enhance and accelerate treatment.
- Mental Health Crisis Alliance (MHCA) is a crisis response system that augments inpatient services in the East Metro area. The Alliance was formed from the work of the East Metro Mental Health Roundtable. Both HealthPartners and Regions are major sponsors of MHCA, which includes fourteen organizations that represent counties, hospitals, health plans, the state of Minnesota, consumers and advocates. Formed in 2002 to address the unmet needs of adults who experience behavioral health crisis, MHCA prevents avoidable emergency hospitalization by providing adult mental health crisis stabilization services in homes, community settings, or in short-term, supervised, licensed residential programs. Regions Hospital will continue to be an active sponsor of the MHCA.
- Through extraordinary efforts of the Commissioners, Ramsey County recently opened a new Crisis Center. Located a few blocks from Regions Hospital, this facility is intended to assist patients with medication access and management and crisis stabilization that do not require a hospital stay. Regions will support the Crisis Center by educating patients in the emergency department about the services, and providing psychiatric coverage to the crisis center.

## **Community Health Need Priority #2: Promote Positive Behaviors to Reduce Obesity**

**Objective #4:** Regions Hospital will collaborate with various organizations to promote health awareness and education, which encourages positive health behaviors to reduce obesity.

**Rationale:** Obesity is a growing concern in not only the community served by Regions Hospital, but also in Minnesota and in the United States. Obesity is linked to many health conditions including, but not limited to, diabetes, heart disease, stroke, and cancer. Health awareness initiatives that promote positive health behaviors, such as exercise and proper nutrition, will empower individuals to attain and maintain healthy lifestyles.

### **Implementation Activities:**

- Regions Hospital works in collaboration with the Statewide Health Improvement Program (SHIP). SHIP aims to help Minnesotans live longer, healthier lives by reducing the burden of chronic disease. Similar to Regions' health and wellness goals, SHIP educates Minnesotans on the top three preventable causes of illness and death

in the US: tobacco use and exposure, physical inactivity and poor nutrition. Regions will continue to collaborate with SHIP throughout 2012 and 2013.

- The HealthPartners yumPower campaign is a community initiative to promote healthy eating, specifically targeting fruit and vegetable intake as one of the optimal lifestyle behaviors. The campaign features a variety of family friendly online resources and tools to promote healthy eating habits. The yumPower campaign also has many community partnership features in the Regions Hospital service area, such as schools, businesses and other nonprofits. Regions Hospital will promote yumPower and healthy eating on campus and through social media.
- Breastfeeding has been linked to lower rates of obesity. Regions Hospital operates a Lactation Support Center, which encourages breastfeeding by providing access to certified lactation consultants. When the mother leaves the hospital, the staff is still available to answer any questions she might have. As one of 90 hospitals in the country, Regions Hospital will participate in the Best Fed Beginnings initiative. The purpose of the Best Fed Beginnings (BFB) initiative is to promote exclusive breastfeeding nationwide by creating an environment in which a mother's choice concerning breastfeeding is supported by:
  - enabling hospitals to earn Baby-Friendly designation by implementing evidenced based maternity care practices
  - raising awareness and interest in breastfeeding maternity practices and Baby-Friendly designation
- By September 30, 2014 Regions will aim to be designated as Baby-Friendly or have a BFUSA site visit scheduled before 2015 and have 90% of mothers who intend to breastfeed will exclusively breastfeed throughout their hospital stay.
- HealthPartners and Regions Hospital have longstanding involvement with and sponsorship of the American Heart Association. Regions will continue its support including employee and corporate fundraising and active involvement in the AHA's focus to improve the heart health of our population and reduce obesity.

**Objective #5:** Regions Hospital will promote the health and wellness of its own employees by creating a “be well” culture.

**Rationale:** Historical studies have identified wellness issues in health care workers. Busy caring for others, health care workers often neglect their own physical and mental health needs. Health awareness initiatives that promote positive health behaviors, such as exercise and proper nutrition, will empower individuals to attain and maintain healthy lifestyles.

**Implementation Activities:**

- Regions will establish an onsite activity center to provide employees an outlet for exercise before or after work or during their breaks.
- Regions will begin providing wellness coaching services on an individual or group basis.
- Regions will establish an onsite employee health clinic for employees to receive some preventative and early treatment for minor ailments to improve overall health.

### **Community Health Need Priority #3: Increase Access to Primary and Preventive Care**

**Objective #6:** Regions Hospital will implement initiatives to increase health care access to specific groups, particularly the culturally diverse and un-insured and under-insured.

**Rationale:** Certain groups in the community are at a disadvantage in terms of accessing and navigating the health care system. Members of culturally diverse communities often experience barriers to access, such as language barriers and different understandings and stigma relative to health and mental illnesses. Patients who are un-insured and under-insured experience financial barriers to medical and mental health care services, including appropriate preventive care and proper utilization of health care services.

#### **Implementation Activities:**

- Regions will maintain a staff of 77 permanent and on-call interpreters who provide interpretation services at Regions and four HealthPartners clinics in 12 languages including Cambodian, Karen, Burmese, Oromo, Amharic, Spanish, Somali, Hmong, Lao, Thai, Vietnamese, and American Sign Language. Staff and physicians also have access to an extensive network of agency interpreters and have telephone or video remote access to services for more than 150 languages.
- Regions Hospital will continue efforts to connect patients with primary care. Regions operates a financial counseling program, which works to secure a payment source for un-insured and under-insured patients. Twenty-two counselors help patients enroll in government programs or find other sources of coverage. Regions also provides case management services in the Emergency Department specifically tasked with helping patients find a primary care provider and scheduling appropriate follow up appointments.
- Regions Hospital is committed to reducing the financial stress for un-insured and under-insured patients. Regions will continue that commitment by funding various organizations that address that need. For example, Regions has provided funding to Portico Healthnet (Portico) in order to improve access to people without health insurance. Portico is a nonprofit organization that helps about 350 people per month enroll in free or low-cost health coverage programs
- Regions Hospital will continue its commitment to serve all, regardless of income or insurance status. Regions Hospital is the largest provider of charity care in the east metro.
- Regions Hospital will continue to engage in programs and initiatives specifically designed to reduce disparities and encourage the appropriate use of health care resources.
- Identified through the community interviews is the need of certain populations to access transportation services. Lack of transportation creates barriers to utilizing primary and specialty care services. Regions Hospital will support the St. Paul Fire Department's implementation of a new Basic Life Support (BLS) transport service with crew uniforms, EMS training, medical direction, clinical time in the Emergency Department and payment for charity care transports.

**Objective #7:** Regions Hospital will provide access to an expansive library of health and wellness materials to help patients develop a deeper understanding of medical conditions and appropriate wellness activities and resources available in the community.

**Rationale:** Providing educational materials to the community will help empower patients to take charge of their health, understand the importance of preventive care, and increase familiarity with available resources.

**Implementation Activities:**

- Regions will continue to operate the Health Resource Center. The mission of the Health Resource Center at Regions is to acquire, organize and provide a dynamic collection of information that will promote the knowledge of health and inspire continuous growth in personal wellness. Its vision is to be a primary center for consumer health and wellness information and a guide to accessible resources for the community. The Health Resource Center is a unique lending library where patients, their family and friends, staff and community members can learn more about health and wellness issues through print resources, internet sites, organized events, and staff assistance.
- Regions will continue to build on its health education materials housed within the Electronic Medical Record. Through Healthwise, Regions links patient friendly health education materials, some of which has been translated into multiple languages. Regions will continue to work with Healthwise to enhance the content and will supplement with materials developed internally as appropriate.
- Regions will continue to enhance the health education materials and links available at [www.Regionshospital.com](http://www.Regionshospital.com)

**Objective #8:** Regions Hospital is a teaching hospital and will continue to collaborate with HealthPartners Institute for Medical Education in the mission to improve health by maximizing the abilities of people and systems to provide outstanding care.

**Rationale:** As a teaching hospital with a strong commitment to medical education, patients will have the opportunity to see a number of different providers, including various specialists, primary care doctors, physician assistants, and nurse practitioners.

**Implementation Activities:**

- Regions Hospital is a training ground for approximately 470 residents and many clinical students who receive extensive training. Regions Hospital will continue to partner with various institutions to provide high quality learning opportunities for future clinicians.
- Regions Hospital has recently added new residency positions, including a pharmacy residency position and an advanced practice psychiatric residency position. Regions Hospital and the Institute for Medical Education will continue to explore new opportunities to expand or enhance education on the Regions campus.

- Regions Hospital will continue to house the HealthPartners Institute of Medical Education clinical simulation center.
- Regions Hospital will continue to maintain an on-site and on-line medical library resources for Regions Hospital and HealthPartners employees, along with medical and nursing students
- Regions Hospital will continue to advocate for adequate funding at the state and federal level for medical education.

#### **Community Health Need Priority #4: Improve Service Integration**

**Objective #9:** Regions Hospital will continue to improve service integration and the patient continuum of care via innovative partnerships and effective communication with other service providers.

**Rationale:** There are many factors beyond medical care that determine the community's overall health and well-being, and unfortunately, many barriers to that also impede service integration. Factors such as housing, transportation, and financial stability aren't addressed in an inpatient hospital setting. In order for individuals to receive comprehensive medical and mental health care they need to have their basic needs met, and for multiple care providers to more effectively communicate with each other regarding patients' needs.

#### **Implementation Activities:**

- Guild Incorporated, Hearth Connection, Regions Hospital, and the Minnesota Department of Human Services have partnered to implement the Hospital to Home pilot innovation, a pilot program that combines medical and mental health treatment with other life enhancing assistance programs. Regions Hospital will continue to operate the Hospital to Home pilot program, which aims to get patients the right care at the right time. For the pilot, Regions Hospital identified patients who had used its emergency department five or more times in the previous year and had one or more chronic health conditions, serious and persistent mental illness, and long histories of homelessness. From the patients identified by Regions Hospital, seven individuals were enrolled in the Hospital to Home pilot between August 2009 and May 2010. Hospital to Home aims to:
  - Support participants in securing stable housing, which is a strong determinant of positive physical and mental health outcomes.
  - Reduce participant emergency department visits, thus freeing up emergency department resources for acute medical crises and reducing unnecessary healthcare expenditures.
  - Increase participant relationships with primary care clinics so they will seek medical care from clinics rather than emergency departments.
  - Assist participants with accessing affordable medications from a limited number of pharmacies to allow for medication monitoring.
  - Promote participant self-reliance and life functioning.
- Regions Hospital is committed to the efficiency and fluidity of the continuum of care. The electronic medical record system reduces the opportunity for error, expedites the patient transfer process, and allows for easier scheduling of appointments. Regions Hospital will evaluate potential opportunities to extend the electronic

medical record to key community partners, or evaluate improved ways to appropriately share discharge information with the patient’s caregivers, to ensure smooth handovers and transitions of care.

- Regions Hospital will also continue to work closely with community clinic partners in the service area on continuity of care and linkages to the hospital, as part of the east metro safety net. HealthPartners Medical Group physicians continue to provide on call services for these clinics when their patients are hospitalized at Regions Hospital.
- Regions Hospital will actively lead or participate in the company-wide care management transformation efforts. This work intends to improve health outcomes and the experience for patients with chronic or complex conditions by integrating services and smoothing handovers and transitions. This initiative includes:
  - Population Health management by developing care plans for use across the continuum of care and providing a variety of supports to patients to help them manage or improve their condition.
  - Reducing readmissions by ensuring smooth care transitions and enhancing patient supports.
  - Reducing use of the emergency department by educating and linking patients with a variety of ways to access primary care including phone visits, a nurse careline, online services and clinic visits.
  - As described by Atul Gawande, hot spotting is using geographic information systems to identify geographic and demographic predictors for preventable ED patient visits that are proxy indicators of poor community health and healthcare access. Regions ED will improve health and healthcare quality and to thereby reduce costs by developing collaborative community health solutions for preventable conditions by analyzing ED utilization data using geographic information systems (GIS) to identify geographic and demographic “hotspot” predictors for preventable ED patient visits and predictions of preventable ED visits. This will be used to develop an alert in the electronic medical record (EMR) to identify patients most at risk of ED utilization. That EMR alert will then be integrated as a trigger for targeted support through our community partners.

#### **Community Health Need Priority #5: Promote change in unhealthy lifestyles**

**Objective #10:** Regions Hospital will provide patients with the opportunity to address and treat alcohol and substance abuse issues by offering structured treatment programs to both adults and adolescents.

**Rationale:** Alcohol and drug abuse can be related to many leading causes of death. Treatment programs provide individuals with an avenue for support and recovery and early intervention with adolescents can prevent further development of alcohol and substance abuse issues.

#### **Implementation Activities:**

- Regions Alcohol and Drug Abuse Program (ADAP), established in 1972, matches clients with appropriate community resources to build the foundation for viable, sustainable recovery. The staffs of licensed drug and alcohol counselors are supported by a team of mental health care professionals. Through long-established community relationships with social service, county agencies, and financial and housing organizations, Regions ADAP program will continue to connect clients with appropriate community resources to support their long-term recovery.

- For appropriate emergency department and trauma patients, Regions will conduct a Screening, Brief Intervention and Referral to Treatment (SBIRT). SBIRT is a comprehensive, integrated, public health approach to the delivery of early intervention and treatment services for persons with substance use disorders, as well as those who are at risk of developing these disorders.

**East Metro Mental Health  
Roundtable Members  
May 17, 2012**

First	Last	Affiliation	Position
Sue	Abderholden	NAMI	Executive Director
Shennika	Sudduth	Model Cities	Family Support Services Manager
Thomas	O'Connor	Allina Hospitals & Clinics	United Hospital President
Paul	Goering	Allina Hospitals & Clinics	Executive Medical Director, Allina Mental Health
Gregg	Horras	Allina Mental Health	Psychiatrist
Chris	Coleman	City of St. Paul	Mayor
Erin	Dady	City of St. Paul	Director of Marketing
Ron	Brand	Community Mental Health Association	Executive Director
Kelly	Harder	Dakota County	Community Services Director
Nancy	Schouweiler	Dakota County	Commissioner & Board Chair
Phyllis	Brashler	Department of Health	Suicide Prevention & MH Coordinator
Edward	Ehlinger	Department of Health	Commissioner
Lucinda	Jesson	Department of Human Services	Commissioner
Maureen	O'Connell	Department of Human Services	Asst. Comm. Chemical & Mental Health
Dan	Pollock	Gov. Dayton's office	
Grace	Tangjerd Schmitt	Guild Incorporated	President
Joe	Clubb	HealthEast	Director, Behavioral Health
Kathryn	Correia	HealthEast	President & CEO
Richard	Hooks	Hearth Connection	
Mark	Kuppe	Human Services Inc.	Executive Director
Roger	Meyer	Mental Health Crisis Alliance	
Kathy	Gregersen	Mental Health Resources, Inc	Executive Director
Rena	Moran	MN House of Rep	Representative
Erin	Murphy	MN House of Rep	
John	Harrington	MN Senate	Senator
Tim	Burkett	People Inc	Executive Director
Toni	Carter	Ramsey County	Commissioner
Kirk	Fowler	Ramsey County	Human Services Manager
Julie	Kleinschmidt	Ramsey County	Finance Director
Monty	Martin	Ramsey County	Director Human Services
Jim	McDonough	Ramsey County	Commissioner
Meghan	Mohs	Ramsey County	Director, Adult Services
Rafael	Ortega	Ramsey County	Commissioner
Kathleen	Gearin	Ramsey County Dist. Court	Judge
Sara	Criger	St. Joseph Hospital	CEO
Lori	Berg	St. Paul Foundation	
Tom	Smith	St. Paul Police	Chief of Police
Dennis	Hegberg	Washington County	Commissioner and Board Chair
Daniel	Papin	Washington County	ED Social Services
Cindy	Rupp	Washington County	Division Mgr, Community Services
Jaeson	Fournier	Westside Community Health Services	CEO
MayKao	Hang	Wilder Foundation	President
Amy	Leite	Wilder Foundation	Consultant
Paul	Mattessich	Wilder Research	Executive Director
Mary	Brainerd	HealthPartners	President & CEO
Kristen	Kaufmann	HealthPartners	Communications Consultant
Karen	Lloyd	HealthPartners	Sr Dir Behav Hlth Strat & Ops

**East Metro Mental Health  
Roundtable Members  
May 17, 2012**

<b>First</b>	<b>Last</b>	<b>Affiliation</b>	<b>Position</b>
Jayne	Quinlan	HealthPartners	Director, Community Support Programs
DeDee	Varner	HealthPartners	
Jeannine	Befidi	HealthPartners	Dir., Corporate Communications
Donna	Zimmerman	HealthPartners	VP Gov't and Community Relations
Tom	Geskermann	Regions Hospital	VP Ops., Regions Hospitals & Clinics
Shawntera	Hardy	Regions Hospital	Mgr. Gov't Relations
Brock	Nelson	Regions Hospital	President & CEO
Vince	Rivard	Regions Hospital	Dir. Hospital Public Relations
Michael	Trangle	Regions Hospital	VP Medical Affairs & Associate Medical Director, Behavioral Health
Wendy	Waddell	Regions Hospital	