



Regions Hospital

Community Health Needs Assessment

2015



Community Health Needs Assessment
Year One Implementation Progress Report
2015 Report

The Community Health Needs Assessment (CHNA), a statutory requirement from the federal government Affordable Care Act, was instituted to justify a hospital's 501(c)(3) tax-exempt status. Every three years, a Community Health Needs Assessment is to be completed and needs to include a written three-year Implementation Plan. The Plan is to be reviewed and updated annually.

We at HealthPartners believe the Community Health Needs Assessment (CHNA) is a written extension of our mission to improve health and well-being in partnership with our members, patients and community. We welcome the opportunity to share this executive summary.

Our HealthPartners hospitals first CHNAs, in 2012, identified the greatest needs in the communities we serve. Comprehensive assessments were conducted by the following HealthPartners hospitals: Regions Hospital in St. Paul, MN; Lakeview Hospital in Stillwater, MN; Methodist Hospital in St. Louis Park, MN; Hudson Hospital in Hudson, WI; Westfields Hospitals in New Richmond, WI and Amery Regional Medical Center in Amery, WI. Both the CHNAs and Implementation Plans at each of the hospitals were approved by their respective hospital boards, Q4 2012.

The first year of each hospital's Implementation Plan was 2013. This executive summary is a report back of the 2015 implementation activities.

The priorities that were identified by the Community Health Needs Assessment for Regions Hospital.

- Increase Access to Mental Health Services
- Promote Positive Behaviors to Reduce Obesity (Nutrition/Physical Activity)
- Increase Access to Primary and Preventive Care
- Improve Service Integration
- Promote Change in Unhealthy Lifestyles (Tobacco/Alcohol/Substance Abuse)

<p>Priority #1 Increase Access to Mental Health Services</p>	<p>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.</p>
<p>Regions Hospital will build a new mental health care facility, including an eight- story tower with 100 private inpatient rooms.</p>	<p>In December of 2012, Regions Hospital opened a new inpatient mental health facility, the only completely private room facility in the twin cities. In 2015, Regions continued to run the facility at full occupancy.</p> <p>Operating: \$ 22,512,828</p>
<p>By first quarter 2013, Regions Hospital will begin operating a partial hospitalization program, DayBridge.</p>	<p>In 2015, Regions Hospital continued to operate DayBridge, a partial hospitalization program. DayBridge is a mental health program for adults who need intensive therapy but can continue to live in their community with the support of family and friends. Individuals participate in inpatient-like treatment during the day and return to their home at night and on weekends. 248 patients served within seven days of request to enter the program.</p> <p>Operating: \$ 655,733</p>
<p>Priority #1 Increase Access to Mental Health Services</p>	<p>Objective 2: Through funding by the Regions Hospital Foundation and in partnership with other community organizations, Regions Hospital will implement a community-based 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.</p>
<p>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.</p>	<p>This team continues to build and grow the MakeITOK campaign and oversee the Mental Health Drug Assistance Program.</p> <p>For the MakeITOK campaign, in 2015, 69 presentations have been given, 1,900 attendees, 5 ambassador trainings, and 193 toolkits have been distributed. The team partnered with Center for Community Health and established a new connection with Colorado Centura Health-Porter Hospital. Expansion continues in Goodhue, Dakota, and Washington Counties.</p> <p>This Roundtable also reviewed community metrics identified by the measurement subcommittee for understanding the availability of mental health services and overall capacity of the adult mental health system in the east metro, with the assistance of the Wilder Foundation, and identified that the data suggests that there are increased demands on the east metro mental health system and capacity is not meeting this demand.</p> <p>Operating: \$ \$2,994</p>
<p>At Regions Hospital, volunteers provide friends and family members with information and resources on mental</p>	<p>The NAMI in the Lobby program ended in 2013.</p>

<p>illnesses, medications, and how to be an effective support system. By 2013, Regions Hospital will provide a new dedicated resource room to NAMI.</p>	
<p>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.</p>	<p>In September, 2015 Regions Hospital sponsored a team of NAMI walk participants. There were 82 participants on the Regions Hospital team, who raised approximately \$5,700 to contribute to NAMI in the effort to increase awareness of mental illness and to eliminate stigma.</p> <p>Regions staff hosted two scrapbooking days at a local church, to raise funds for the walk team. Staff time totaled approximately 56 hours.</p> <p>Operating: \$2,000</p>
<p>Regions Hospital will proceed in the planning process for developing various marketing techniques associated with the anti – stigma campaign.</p>	<p>In 2015, Regions and HealthPartners spent \$661,627 on the Make It OK campaign. To reduce and someday eliminate stigma, Regions worked with local community organizations such as the National Alliance on Mental Illness (NAMI) Minnesota, Twin Cities Public Television (TPT) and the advertising firm Preston Kelly to create the Make It OK anti-stigma campaign. Although our campaign incorporates some education of the public about mental illness, it is more about changing hearts and attitudes. By making mental illnesses less scary and more like other diseases, people will be more likely to take the necessary steps toward healing. The campaign is community based and not branded, so other organizations have access to the same materials.</p> <p>In the spring and fall of 2015 we launched additional advertising “flights” that included television, radio, print, social media, online video, Internet purchases and transit shelters. All these efforts benefitted greatly from the in-kind support of our media partners. We estimate that our television, radio and online ads throughout the three-year life of the campaign have garnered 229 million impressions.</p> <p>To date, MakelItOK.org has had 79,187 unique visitors and more than 8,400 people have taken the site’s pledge to become stigma free.</p> <p>In order to spread our anti-stigma message in a format that allows for more depth than is available with advertising or PSAs, we worked with TPT to produce 10 profiles of Minnesotans who have experienced mental illness and stigma. These stories were used to create four half-hour documentaries that are being broadcast on TPT in primetime. The series began airing statewide in October 2013 and will continue through 2018. It has also been made available on the TPT website and MakelItOK.org. In 2014, the series won the Upper Midwest Chapter Board of Governors Award from the National Academy of Television Arts & Science (NATAS). This is the most prestigious Regional Emmy® Award in the chapter and honors the creative and effective use of broadcasting to advance a mission or message.</p> <p>We are also targeting businesses, health care organizations, police departments, colleges and universities,</p>

	<p>communities of faith and other sectors for a deeper dive into the topics of mental illness and stigma. We packaged our message in a toolkit that will help organizations share the message with their staff and constituents and created Make It OK Interactive, an online, dynamic learning tool. We will train potential trainers within organizations so they can best spread the message. We are also training community “ambassadors” who can act as expert speakers on these topics. We have trained 174 ambassadors to date and will offer training twice annually.</p> <p>Operating: \$661,627</p>
<p>Priority #1 Increase Access to Mental Health Services</p>	<p><u>Objective 3:</u> Regions Hospital Foundation (RHF) and HealthPartners will continue to support initiatives that improve access to mental health services.</p>
<p>RHF raises funds for and acts as a fiscal agent and performs administrative functions for the Mental Health Drug Assistance Program (MHDAP) at Regions Hospital, which improves access to prescription drugs for persons with mental illness.</p>	<p>In 2015, MHDAP provided \$142,169 worth of stop-gap assistance to 300 mental health patients who temporarily could not afford medications. The program helped individuals obtain 902 prescriptions.</p> <p>MHDAP was established in 2008 as a collaborative between United, St. Joseph’s, and Regions Hospitals in St. Paul; the crisis services of Ramsey, Dakota and Washington counties and the Mental Health Crisis Alliance. Participating organizations work with a group of east metro pharmacies that fill prescriptions, waving the full price or co-pay as necessary. The pharmacies then bill the group for the prescriptions or co-pays, and the group pays for them using funds raised. Patients can receive a total of three months’ worth of assistance. Social workers and care providers ensure that patients apply for other assistance programs before receiving prescriptions. In this way, patients have access to ongoing funding for medications.</p> <p>Operating Costs: Regions Hospital contributed \$ 125,000 towards the 2015 prescription costs.</p>
<p>Regions Hospital will continue to offer services in the Emergency Center Mental Health crisis unit. By 2013, Regions Hospital will implement enhancements to the care model utilized in the crisis unit including reducing aggressive patient behavior 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.</p>	<p>7,470 were served in the Mental Health Crisis unit in 2015. Patients stayed for an average of 12.33 hours and 50% were admitted.</p> <p>In 2015, Regions Hospital Emergency Department implemented additional enhancements to the care model utilized in the crisis unit including improved triage screening and patient risk assignments, increased and dedicated staffing to the unit, reducing aggressive patient behavior and de-escalation training for staff, and the addition of a second off-duty police officer.</p> <p>To improve safety for staff and patients, the unit is being redesigned to add additional safety features and enhance lines of site.</p> <p>Capital: \$ 1,427,500</p> <p>Operating: \$3,226,000</p>

<p>(Mental Health Crisis Alliance)MHCA prevents avoidable emergency hospitalization and facilitating timely discharges 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.</p>	<p>We are founders and help lead (as well as financially support) The Mental Health Crisis Alliance (formerly known as EMACS). This program is proven to reduce costs and hospitalizations for patients needing crisis stabilization.</p> <p>870 Patients were served for a walk-in crisis assessment, 488 through the mobile unit, 15.783 via phone. Of those patients 17% indicated they would have gone directly to the ER and 12% did not know what they would have done without these services.</p> <p>Crisis Stabilization = 500 served</p> <p>Psychiatry = 642 served</p> <ul style="list-style-type: none"> • 33% would have gone directly to the ER • Significant drop in ER and MH Inpatient Unit for Psychiatry Clients after 90 days <p>Peer Support = 236 served</p> <ul style="list-style-type: none"> • 91% of consumers strongly agree that staff were courteous and friendly • 87% of consumers strongly agree that they were given the opportunity to tell their story and participate in their care. <p>Operating: \$ 7,500</p>
<p>Regions Hospital will support the Crisis Center by educating patients in the emergency department about the services, and providing psychiatric coverage to the crisis center.</p>	<p>As noted above, 7,100 patients were served in Regions Hospital Emergency Center Crisis Unit in 2015. Patients were regularly educated and provided materials about the Ramsey County Crisis Center. Frequent referrals to their crisis stabilization services were made to ensure patients receive calls the following day and be offered an opportunity to see a mental health professional.</p> <p>Operating: See above</p>

<p>Priority #2 Promote Positive Behaviors to Reduce Obesity (Nutrition/Physical Activity)</p>	<p>Objective 4: Regions Hospital will collaborate with various organizations to promote health awareness and education, which encourages positive health behaviors to reduce obesity.</p>
<p>Regions Hospital will continue to collaborate with SHIP throughout 2012</p>	<p>Many of Regions Hospital’s priority goals overlap with many of the SHIP goals. Regions Hospital, as part of the integrated system of HealthPartners and through its sister hospital in Stillwater, collaborates and advocates in cooperation with these SHIP efforts through our yumPower, PowerUp, and BearPower</p>

<p>and 2013.</p>	<p>initiatives.</p> <p>58 schools participated in the 2015 challenge reaching 20,000 children. Out of the 58 schools, 21 of them had at least one-third of families qualifying for free and reduced lunch. Many program improvements to promote “Try for 5” fruits and vegetables resulted in high participation rates. 78% of families and 86% of staff who responded to a follow-up survey indicated children show more interest in trying or eating fruits and vegetables as a result of the three-week Challenge.</p> <p>Schools in the east metropolitan area are going even further to create a culture of health at school and in the community. Schools focus on evidenced-based strategies to make lasting change. Here are some examples of what schools are doing:</p> <ul style="list-style-type: none"> o Use physical activity as a reward o Reduce or eliminate sugary beverages in school and at school events o Include a physical activity break in classrooms every day o Limit screen time to school work o Promote activity-based celebrations, fundraisers and events <p>yumPower and the St. Paul Saints</p> <p>HealthPartners sponsorship of the St Paul Saints at the new stadium this year featured the second most popular booth at the stadium! The booth featured over 60% better-for-you items and showcased HealthPartners and yumPower messaging. In August, yumPower hosted a yumPower veggie tasting event and gave away 2000 tastings and coupons for yumPower items. yumPower also helped the Saints develop and offer their first-ever better-for-you kid’s meal.</p>
<p>Regions Hospital will promote yumPower and healthy eating on campus and through social media.</p>	<p>In 2015, we continued to focus on revising our food orientation for patients, families and staff. Regions featured YUM Power foods each day in the cafeteria and café. Most of our patient menu foods meet the yumPower criteria. And to support this effort, we had a health fair that featured yumPower foods offered on our patient menu.</p>
<p>Regions Hospital will participate in the Best Fed Beginnings initiative. The purpose of the Best Fed Beginnings (BFB) initiative is to promote breastfeeding nationwide by creating an environment in which a mother's choice concerning breastfeeding</p>	<p>Goal of this “Best Fed Beginnings” work is for our mothers who choose breastfeeding. With 2,500 deliveries per year this is for 1,750 of our patients per year. Assessment reported the passing of 8 out of 10 steps and required additional documentation and retraining which was completed on January 6th, 2015. Designation of “Baby Friendly” was received on January 20, 2015. Extensive training was also provided to staff and families on specific teaching methods that provide consistent messages to mothers/families and will improve patient satisfactions scores.</p> <ul style="list-style-type: none"> • Exclusive breastfeeding improvement rate is 67%. Goal is 70%

	<ul style="list-style-type: none"> • Baby Skin to Skin (vaginal birth) improvement rate is 85 %. Goal is 85% • Baby Skin to Skin (cesarean birth) improvement rate is 70%. Goal is 75% • Rooming in 23 of 24 hours/day improvement rate is 75%. Goal is 80% <p>Operating: \$ 27,332</p>
<p>Regions will continue its support including employee and corporate fundraising and active involvement in the American Heart Association’s focus to improve the heart health of our population and reduce obesity</p>	<p>The mission of the American Heart Association is to build healthier lives, free of cardiovascular diseases and stroke. Regions Hospital and HealthPartners sponsored the following American Heart Association activities in 2015:</p> <ul style="list-style-type: none"> • Heart Walk – Raises awareness of the causes of heart disease and stroke among the general population • Power to End Stroke – Focuses on education and awareness of stroke in the African American Community • Go Red for Women – Addresses the #1 cause of death among women, heart disease <p>Operating: \$ 22,500</p>

<p>Priority #2: Promote Positive Behaviors to Reduce Obesity (Nutrition/Physical Activity)</p>	<p>Objective 5: Regions Hospital will promote the health and wellness of its own employees by creating a “be well” culture.</p>
<p>Regions Hospital will establish an onsite activity center to provide employees an outlet for exercise before or after work or during their breaks.</p>	<p>Regions opened a 3,306 square foot, state-of- the-art fitness center on August 19, 2015. The new fitness center includes locker and shower facilities, a group exercise studio with innovative audio/visual capabilities and space for over 20 pieces of cardio and strength equipment. Equipment includes: treadmills, elliptical, bikes, functional strength trainer and strength machines, roman chair, rowing machine and free weights. There are over 15 group exercise classes offered each week. Classes include: cardio dance, step aerobics, yoga, Pilates and core conditioning. Personal fitness training sessions are offered as individual, buddy or group packages with 38 people participating in 2015. There were 7,5000 visits to the fitness center between August and December, 2015. By December, there were 240 fitness center members.</p> <p>Capital Costs: \$ 1.602,785</p> <p>Operating: \$ 81,304</p>

<p>Regions Hospital will begin providing wellness coaching services for its employees on an individual or group basis</p>	<p>Regions provides wellbeing coaching to employees through a variety of services offered by an on-site certified wellness coach. The most popular coaching programs are <i>Know Your Numbers and Eat Well Be Well</i>. In these programs employees are educated on their body composition and coached to develop goals related to eating, moving and sleeping. Along with this, we have educated, demonstrated and lead numerous <i>Be Well Moments</i>. <i>Be Well Moments</i> last 5-7 minutes and may include movement, relaxation, or mindfulness as a strategy to interrupt the daily stress response or sedentary behavior. In 2015 we continued to host the Farmers Market outside our main entrance where fresh produce, oils and vinegars and breads were available to our employees, patients and visitors. After 3 years, this program is now a well-established tradition. Another tradition is the Annual Employee Health and Wellbeing Fair with over 15 different vendors and over 600 employee participants. Highlighted this year was Regions Sleep Center. Regions committed to changing our cafeteria and vending beverage options to 80% non-sugar sweetened beverages. This was accomplished by end of year. Regions sponsored several health challenges for employees with record number of participants. In addition 53 employees participated in the Twin Cities Running Events (5K, 10K, 10 mile, and marathon).</p> <ul style="list-style-type: none"> • Over 600 attendees at the Annual Employee Health and Wellness Fair • 72% of employees completed their annual Health Assessment and Wellbeing Program (as compared to 65% in 2014) • 22.3% of employees reported engaging in all 4 optimal lifestyle health measures (physical activity, fruits/vegetables, alcohol, and tobacco) (as compared nationally 8.5%) <p>Operating \$ 86,572</p>
<p>Regions Hospital will establish an onsite employee health clinic for employees to receive some preventative and early treatment for minor ailments to improve overall health.</p>	<p>In 2015, Regions moved the clinic along with employee health into a brand new space (2,611 sq. ft.) The clinic now has 2 fully functional exam rooms, point of care laboratory capabilities and separate work space for the nurse practitioner. The clinic provides minor acute illness and injury care, including workplace injury, preventive health screenings and wellness care. In 2015, over 1,950 employees received care. The clinic partners with Regions Pharmacy to provide tobacco cessation counseling including a free 6 week supply of nicotine replacement products (average value of \$100 per supply). There were 19 employees who took advantage of this program. During 2015 we continued to show an increase (.5%) in the number of employees who report being tobacco free (96.9%). Regions implemented a <i>Know Your Numbers</i> program in 2013 and in 2015 more than 100 employee registered for the program. The clinic is one of three components of the program. Employees meet with the nurse practitioner to identify cardiovascular risk factors after measuring BMI, blood glucose, blood pressure, triglycerides, and cholesterol. Clinic satisfaction remains high among employees. This measurement includes the question “Would you recommend your Regions Health and Wellness Clinic to colleagues?” The clinic consistently scores above 90%.</p> <p>Capital: \$ 1,602,785</p> <p>Operating Costs: \$152,798</p>

<p>Priority #3 Increase Access to Primary and Preventive Care</p>	<p><u>Objective 6:</u> Regions Hospital will implement initiatives to increase health care access to specific groups, particularly the culturally diverse and un-insured and under-insured.</p>
<p>Regions Hospital will maintain a staff of at least 75 permanent and on-call interpreters who provide interpretation services at Regions and four HealthPartners clinics</p>	<p>In 2015 Regions Hospital employed 95 staff interpreters providing services in 13 languages. Staff interpreters interpreted for 16,682 in-person patient encounters at Regions Hospital and an additional 36,537 encounters throughout the HealthPartners care system, which represents a 12.7% increase over 2014. Regions Hospital also holds contracts with nine interpreter agencies to provide in-person or remote (telephonic and video conferencing) services in over 200 additional languages 24/7. Regions staff accessed telephonic and video interpreters for 98 different languages during 2015 and saw a 9.5% increase in call volumes.</p> <p>In 2015, Regions Hospital Interpreter Services continued to focus on quality of services: 100% of staff interpreters have completed a minimum of 40 hours of professional interpreter training and are required to complete a minimum of eight hours of continuing education each year. 57% of staff interpreters hold a national interpreting credential, up from 45% in 2014.</p> <p><u>Additional contributions to patients and our community</u></p> <ul style="list-style-type: none"> • Regions staff interpreters completed thousands of reminder calls to patients to ensure they were aware of scheduled appointments and had necessary information regarding their upcoming visits. • Qualified translators in Spanish, Somali, and Hmong provided written translation services, including the translation of medical records, letters to patients, and hospital signage. • Regions staff interpreters and leaders participated on multiple state and national committees and boards focused on improving access to quality interpreter services. These organizations included the Upper Midwest Translators and Interpreters Association, the Minnesota Registry of Interpreters for the Deaf, and the Certification Commission for Healthcare Interpreters. • Regions Hospital Interpreter Services partnered with both Century College and St. Catherine University to train eight interpreting student interns, an increase of 2 over 2014. • Regions Hospital Interpreter Services sponsored three large interpreter training events that attracted over 200 staff and free-lance interpreters to learn about topics ranging from health equity to role space to depression management and cancer care. There was no charge to interpreters to attend these events and CEUs were offered for all three. • Regions Hospital interpreters also participated in several additional community benefit activities, including: <ul style="list-style-type: none"> ○ Participating in a panel on medication management for a health plan sponsored agency interpreter training

	<ul style="list-style-type: none"> ○ Volunteer interpreting for two large Karen health fairs ○ Providing 27 hours of interpretation and translation services for Honoring Choices Minnesota. This was part of a project to develop Hmong, Spanish, and Somali language videos on advance care planning that are now available on the Honoring Choices website. ○ Presenting on multicultural and interpreter best practices in end-of-life care to the Honoring Choices advisory committee. ○ Interpreting at two large Somali community meetings in St. Cloud on the changes to Medicaid coverage. <p>Capital: \$22,000 (Video Remote Interpreting Program)</p> <p>Operating: \$2,566,444</p>
<p>Regions Hospital will continue efforts to connect patients with primary care. Regions Hospital 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 Hospital 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.</p>	<p>Regions financial counselors work diligently with patients and their families to find alternate funding sources. The program was started in the Admitting inpatient Department in 1995, and the program has been implemented throughout Regions, to include the Emergency Department and hospital based outpatient clinics.</p> <p>Twelve Patient Financial Counselors (PFS), 21 Registration Financial Specialists (RFS) and 1.5 of Ramsey and Dakota county financial workers are dedicated to help patients enroll in government programs or find other sources of coverage.</p> <p>Specifically, the PFSs are able to screen patients for eligibility for available programs and completing applications with MN health care programs, Regions Hospital Medical Assistance/charity care applications, and setting up payment plans. The Regions Hospital Emergency Department and inpatient units provide financial counseling 24 hours a day, 7 days a week, while other departments provides counseling during the business week. In 2015, PFSs and RFSs were also enrolled as Certified Application Specialists with the MNsure insurance exchange, allowing them ability to further assist in enrolling in Minnesota MA, MinnesotaCare and Qualified Health Plans via the state insurance exchange.</p> <p>The hospital's financial counseling program helped 1,832 patients secure government-sponsored health coverage under the Medicaid or MinnesotaCare programs in 2015. With health insurance, people are also more likely to seek preventative care and avoid health crises, which are expensive to treat and dangerous to a person's health.</p> <p>In 2015, PFSs and RFSs successfully enrolled nearly 1,823 individuals in government health care programs.</p> <p>Operating Costs: \$2,098,480</p>
<p>Regions Hospital is committed to reducing the financial stress for un-</p>	<p>Portico is a community based nonprofit model for delivering care management and primary, preventive and specialty health care services to uninsured families and individuals who cannot afford health insurance and do not qualify for publicly sponsored health care programs. Regions provides funds to Portico who uses that</p>

<p>insured and under-insured patients. Regions Hospital will continue that commitment by funding various organizations that address that need.</p>	<p>contribution to provide ambulatory care coverage and case management for the otherwise uninsured.</p> <p>Through Regions contribution Portico covered 188 individuals.</p> <p>Operating costs: \$ 135,989</p>
<p>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.</p>	<p>Regions Hospital continues to be the largest provider of charity care services in the East Metro. As a Level 1 Adult and Pediatric Trauma Hospital with 100 inpatient psychiatric beds, Regions continues to achieve its mission to serve all patients, regardless of their ability to pay. In 2015, 38,732 patients received charity care services at Regions Hospital at a cost of \$ 11.9 million. This included inpatient and outpatient services across all service lines.</p> <p>Operating: \$ 11,900,000</p>
<p>Regions Hospital will continue to engage in programs and initiatives specifically designed to reduce disparities and encourage the appropriate use of health care resources.</p>	<p>Two equitable care leaders at Regions Hospital completed the Disparities Leadership Program (DLP). Regions leveraged participation in this program to develop a comprehensive health equity strategy and sustainable structure to support health equity work going forward. Regions Hospital was awarded the Disparities Leadership Program Award for the organization that made the most progress towards their goals during the course of the 12 month program. Accomplishments included:</p> <ul style="list-style-type: none"> • Establishment of a full time Director of Health Equity and Language Access position in January 2015 • Establishment of an interdisciplinary Equitable Care Committee in January 2015 • Development of a self-service business intelligence tool to pull, analyze, and report on key quality indicators by race, language, and payer. Metrics available on patient satisfaction, patient safety, safety, hospital readmissions, length of stay, mortality, and c-sections. <p>Regions Hospital is an active member of the Minnesota Disparities Leadership Alumni Group along with HCMC, Mayo, HealthEast, Allina, Children’s Hospitals and Clinics, and Blue Cross Blue Shield of MN. The group met quarterly to share best practices and discuss opportunities to collaborate on health equity initiatives. Regions hosted the May meeting of this group, which included a presentation from and discussion with the MN Commissioner of Health.</p> <p>In 2015, identified disparities were narrowed or eliminated while simultaneously improving scores in several measures including:</p> <ul style="list-style-type: none"> • Satisfaction: MD courtesy and respect by language and by race in OB • Satisfaction: RN courtesy and respect by race in OB • Satisfaction: Staff did everything to help with pain by language in Med/Surg and OB • Readmissions by race and language in Med/Surg <p>Baseline data captured on several measures in 2015 including:</p> <ul style="list-style-type: none"> • Real capture rates: 98% for Preferred Language (decrease of .3% from 2014)and 94.1 for Self-reported Race (improvement of 1.19% over 2014) • Key Safety measures: No identified disparities by race or language for Reportable Events or RCA’s

	<ul style="list-style-type: none"> • Length of Stay (Excess Days): Disparity identified in MH by language with LEP excess days 2x that of English speaking patients. • Readmission rates: Disparity closed in Med/Surg by race
<p>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.</p>	<p>Regions Hospital continues its commitment to address the identified community transportation challenges through a multi-faceted approach - support of a community based training and development program, growth of Regions own transport capacity, and coverage of costs for transport services provided to our patients by other vendors.</p> <p>Regions Hospital has deployed a strategy to increase the opportunity for quality and timely transport (stretcher and wheelchair) for patients discharging from the hospital or needing to attend a clinic appointment. In 2015, Regions Hospital made a significant commitment to ensure reliable, timely access to cost efficient NEMT services.</p> <ol style="list-style-type: none"> 1. Continued support of the Saint Paul Emergency Medical Services (EMS) Academy. The EMS Academy is an intensive Emergency Medical Technician (EMT) certification and firefighter awareness program. The program is designed for low-income, diverse youth ages 18-24, who are residents of the City of Saint Paul. Recruitment is targeted to low-income youth of diverse ethnicities, women, and bilingual ability, with the goal of building an EMS workforce reflective of Saint Paul's communities. Upon graduating from the EMS Academy, alumni earn National EMT certification and are eligible to enter the Fire Department's non-emergency Basic Life Support Transport Service. 2. Sustained commitment to the Saint Paul Fire Department's non-emergency Basic Life Support Transport Service. This transport service is available to citizens of Saint Paul and surrounding communities who are medically required to have ambulance transportation from Regions Hospital back home, or to a skilled nursing care facility. In 2015, Regions dedicated nearly all of its outbound BLS transports to SPF BLS Transport Service in support of its training program. St. Paul Fire BLS Transport Service transported 1,210 patients from Regions Hospital upon patient discharge to nursing care facilities or home. The reimbursement value of this volume is in excess of \$300,000. 3. Continued financial and management of HealthPartners Medical Transportation (HPMT). Providing quality BLS ambulance and Specialized Transportation Services (STS-wheelchair transport), HPMT is a non-emergency BLS transport service, which includes a BLS license issued by the Minnesota EMS Regulatory Board (EMSRB) to provide transport in the metro area. Capital expenditures of \$18K were made for required new patient stretcher and a bariatric stretcher, for which we have witnessed an increased need. 4. Covered costs for discharging patients requiring a wheelchair transport, for whom there are no other alternatives. Regions hospital continues to cover the cost for wheelchair taxi service, when other alternatives were no available. The community benefit total for this service in 2015 is estimated at \$58,152. <p>Capital: \$18,421</p>

	Operating: \$1,200,000
Priority #3 Increase Access to Primary and Preventive Care	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.
Regions Hospital will continue to operate the Health Resource Center.	<p>1. Regions Hospital established a Center for Employee Resilience as a location and a place to center our work to promote individual resilience and decrease the adverse effects of stress. On February 24, 2015 the grand opening of the new Center for Employee Resilience was held. The new space, an oasis where employees can relax, restore and renew, provides a beautiful outdoor view with comfortable seating, with flexibility to hold a class in meditation or mindful relaxation, a private room for massage and/or healing touch, and a private room for individual coaching around personal resilience. It is a space where quiet prevails and often soothing music is in the background. The areas of service focus on personal restoration (massage, aromatherapy, healing touch, and personal relaxation), mind-body strategies (yoga, biofeedback, mindfulness, and a series of classes in mind/body skills, therapy dog visits) and connections (1:1 resilience coaching, employee assistance program, resiliency training classes/series by resilience coach). The resiliency wellness coach also took the program to several departments including Emergency Department Nursing Leaders, Health Information Management, Inpatient Nurse Managers and Breast Health Center. Over 700 employees access the Center each month for a quiet relaxation or to participate in a service or program. Over 2,000 experiences were shared to more than 1,500 individual employees via some type of resiliency program/class/service during 2015. These individuals returned to work energized, engaged and therefore contributing to the culture of well-being we promote.</p> <p>Capital: \$79,089 Operating: \$2,697</p>
Regions Hospital will continue to build on its health education materials housed within the Electronic Medical Record	<ul style="list-style-type: none"> • HealthPartners and Park Nicollet shared protocol work continued in 2015, resulting in patient education materials that are consistent across the continuum of care for oncology patients. • Initiatives to optimize the utilization of patient instructions in Epic continued in 2015 with department presentations and demonstrations at Regions Hospital and at other HealthPartners locations to promote a consistent patient experience and informed continuum of care. <p>In 2015, there were 90,792 visits to Healthwise Knowledgebase content with 447,832 page views across HealthPartners continuum of care.</p> <p>Reports on Healthwise Patient Instruction usage are dependent on the content being added to the AVS/Discharge Instructions to be counted (a limitation in Epic) so the usage numbers do not reflect the full use of these materials. In 2015, there were 75,695 patient instructions added to patients' AVS/Discharge Instructions at Regions Hospital and HealthPartners Regions Specialty Clinics. We work to</p>

	<p>build workflows and staff education that directs them to the use of the Healthwise content so that we have consistency in use of this agreed upon health education material.</p>
<p>Regions Hospital will continue to enhance the health education materials and links available at www.regionshospital.com</p>	<p>At www.RegionsHospital.com patients can find a variety of health education materials and links to trusted sites for additional support and resources. Patients can peruse the website or are directed there through social media. In 2015, Regions Hospital website had 1,014,137 visits.</p>
<p>Priority #3 Increase Access to Primary and Preventive Care</p>	<p>Objective 8: Regions Hospital is a teaching hospital and will continue to collaborate with HealthPartners Institute for Education and Research in its mission to improve health by maximizing the abilities of people and systems to provide outstanding care.</p>
<p>Regions Hospital is a training ground for approximately 500 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.</p>	<p>2015 Accomplishment highlights include:</p> <ul style="list-style-type: none"> • Medical Students Trained: 400. • Regions Hospital participated in the Alliance of Independent Academic Medical Centers’ National Initiative IV, a project to collaborate with other hospitals across the country on improving the resident learning environment and preparing for institutional accreditation. • Regions Hospital was selected to participate in the Alliance of Independent Academic Medical Centers’ National Initiative V: Improving Community Health and Health Equity through Medical Education. The group’s mission is to align graduate medical education with HealthPartners’ health equity and community engagement priorities to improve health and reduce healthcare disparities. • The Regions GMEC conducted the first Annual Institutional Review in 2015. All programs were found to be performing in a satisfactory manner. Institution strengths included strong program emphasis on scholarly activity, institutional prioritization of quality improvement work and high percentage of resident satisfaction with their programs. All of the Regions Hospital sponsored CPME and ACGME accredited programs are fully accredited and in good standing. In 2015, 30 residents and fellows graduated from Regions sponsored training programs. • GME administration and Regions Hospital Quality leaders continue to collaborate and integrate resident and hospital quality improvement initiatives. • Regions Hospital is also a key training site for sixteen other ACGME-accredited resident and fellowship programs based at the University of Minnesota. The ACGME 2014-2015 resident and faculty surveys showed high satisfaction and overall evaluation of the programs. <ul style="list-style-type: none"> ○ Faculty’s overall evaluation of their program: 85% very positive, 12% positive ○ Resident’s overall evaluation of their program: 77% very positive, 23% positive <p>Operating: \$9,787,008</p>
<p>Regions Hospital has recently added new residency positions, including a</p>	<p>The Psychiatric PA residency position was closed in 2015.</p>

<p>pharmacy residency position and an advanced practice psychiatric residency position. Regions Hospital and the HealthPartners Institute for Education and Research will continue to explore new opportunities to expand or enhance education on the Regions Hospital campus.</p>	<p>Regions trained 2 pharmacy residents and 2 PGY1 Critical Care residents.</p> <p>Operating: \$ 243,000</p>
<p>Regions Hospital will continue to house the HealthPartners Institute of Education and Research clinical simulation center.</p>	<p>The Simulation & Learning Center remains the only SSH accredited simulation center in MN and surrounding states (WI, IA, ND, SD). The Center provides new employee orientation courses, resident training, mock code training, and a host of training to support on-going skills and certifications.</p> <p>In 2015, 7094 staff, residents and medical students participated in a Simulation Center activity. This is a 14% increase over the total participants (Regions and non-Regions) of 6,250 participants in 2014. Total contact hours from Regions participants were 23,600.</p> <ul style="list-style-type: none"> ○ Regions Nursing/RT/other departments: 5741 participants for 19,438 learner contact hours ○ Regions MD: 375 participants for 1,690 learner hours ○ Resident/Med Students: 978 participants for 2472 learner hours <p>Operating: \$ 463,738</p>
<p>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</p>	<ul style="list-style-type: none"> ● Regions Hospital Medical Library maintains both on-site and online access to subscription, knowledge-based resources for all Regions Hospital and HealthPartners employees. Print journals and books are available at the medical library located in the east section of the campus. Online resources which include journals, books and databases, can be accessed through the library's intranet site available on any networked computer, remotely through Citrix, VPN and OpenAthens, a proxy server. The library's collection includes resources for physicians and nurses and most allied health professionals. It includes over 3000 online journal titles and 19 databases. Over 420 literature searches are performed by librarians each year in support of patient care, education and research. <p>Operating: \$1,066,127</p>
<p>Regions Hospital will continue to advocate for adequate funding at the state and federal level for medical education.</p>	<ul style="list-style-type: none"> ● We continued to educate legislators on the importance of MERC funding to the future maintenance of Minnesota's health care workforce. This advocacy included hosting legislators at Regions Hospital to see our Simulation Center and providing medical education information to the legislators on the Healthcare Workforce Task Force as well as their staff. ● Regions Physician Dr. Felix Ankel serves on the Minnesota Department of Health's MERC Advisory Committee. ● We worked with our partners on the Metro Minnesota Council on GME to support legislation that expanded loan forgiveness for physicians, physician assistants, and nurse practitioners.

	<ul style="list-style-type: none"> • We organized the Regions Emergency Medicine Advocacy Day on Capitol Hill. This day included meetings with legislators and the residents. • Legislation passed that increased funding for medical education in the Health and Human Services Finance bill. <p>Operating: \$ 3,342</p>
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<p>Priority #4 Improve Service Integration</p>	<p>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.</p>
<p>Regions Hospital will continue to operate the Hospital to Home pilot program, which aims to get patients the right care at the right time.</p>	<p>The 2015 Hospital to Home cohort included 26 participants (21 on HUD grant and 5 on the Heath grant).</p> <ul style="list-style-type: none"> • 2 clients are maintaining full time work. • 5 clients are managing medical issues, appointments and medication. • 1 client has been sober for over a year, attends recovery groups regularly, is studying to take his GED. • 2 clients are reunited with their families <ul style="list-style-type: none"> • Program participants served – at any given time the program can serve up to 25 individuals • Data about participant ER use, pharmacy usage, inpatient hospital stays and primary care clinic usage is being collected for future reports.
<p>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.</p>	<p>Emergency department-based care plans, or hospital medicine care plans created while patients are admitted to Regions, are used to address patients with high rates of non-emergent emergency department (ED) visits and potentially avoidable admissions. All care plans are viewable to all hospital care providers. When the patient is seen in the emergency department, the provider reviews the care plan recommendations and talks through treatment options for the patient. A patient is notified of their care plan once it is created, and the specific treatment options are documented in the electronic medical record (EMR) and available to the hospital’s emergency department physicians and nurses. The purpose is to support higher quality, safer care for the patient in the best available setting. The care plan specifies a treatment pathway for the patient relating to the condition that seems to precipitate the excessive ED visit and/or hospital admissions. When a patient returns to the ED, providers follow the care plan outlined in the EMR, which allows for consistent care and communication among the numerous providers in our ED.</p> <ul style="list-style-type: none"> ○ In 2015, 39 patients were referred for ED care plan evaluation, with 28 patients (72%) started on a new care plan. The committee continues to meet regularly to review the additional referred patients and determine whether a care plan is needed. In our evaluation of the care plans started in 2015 (January – October), we were able to show a 46.7% decrease in ED visits in the 90-days post care plan and a 45.4% decrease in hospital admissions.

- A RN care manager is available in the ED to provide face-to-face and/or telephonic education and support for patients. This care manager assists patients with insurance application/renewal if eligible. She will also help with establishing a Primary Care Physician if the patient is not following with a clinic or provider. This can include setting up the first appointment. The care manager will discuss options for non-emergent needs such as Urgent Care, Convenience Clinics and walk-in visits with the walk-in nurse practitioner at HealthPartners St. Paul Clinic. When working with patients with complex needs and/or poor follow-up, the care manager often collaborates with outpatient providers. She will make a referral to HealthPartners Case Management or reach out to clinic nurses directly to request Health Care Home shared visits. This care manager will refer patients for a care plan, participates on the care plan committee and provides outreach to patients once the care plan is in place to discuss barriers to getting their needs met in the community.
 - During 2015, the care manager touched/reviewed approximately 275 patients per month
 - During 2015, the care manager completed risk assessments on average with about 60 patients per month
 - During 2015, 72% of the care plans from the ED resulted in a new care plan
- To pilot and implement the use of a community paramedic to follow up with hospital patients in their homes, in collaboration with the St. Paul Fire Department. The community paramedic, under the orders of a physician, will make one or more home visits to identified patients to support clinical stabilization, patient education, and prevent unnecessary hospital readmissions and emergency department visits.
 - The Community Paramedic CHF Pilot Program began enrolling patients on February 25, 2015. 15 total patients were enrolled during 2015. One Community Paramedic (CP) from SPFD provided two home-visits per week for 4-6 weeks for patients. Physical assessments, medication reconciliation, education, home safety assessment, connections to community and healthcare resources were completed during enrollment. Enrollment criteria began with: Inpatient at Regions, Dx of CHF, lives in City of St Paul proper, HP insurance product, no home health care upon discharge. Criteria modified after 3 months to include all insurance products and uninsured. All other criteria remained the same.
- Regions Hospital Foundation was awarded a three-year HealthRise grant in August of 2015. This grant project builds on the CP pilot and will embed Community Paramedics into a community based primary care clinic, East Side Family Clinic, to provide home visits between primary care appointments to diabetic and cardiovascular patients. The CP currently working on our CHF Pilot will be transitioning to working on the HealthRise project in early 2016. Conversations are ongoing to determine next steps for the Regions Hospital CP pilot.
- Within 24 hours of an emergency department visit, the visit information is sent electronically

	<p>to the applicable primary care provider. Regions Hospital and St. Paul & Minneapolis Children’s Hospitals are sending visit information to the HealthPartners Clinics. In addition, Regions Hospital sends the visit information to multiple local community clinics and continues to add clinics.</p> <ul style="list-style-type: none"> ▪ The HealthPartners Clinics perform nurse outreach to the patients to follow up on the emergency department visit and to see if the patient needs to come in to the clinic. ▪ As of the end of 2015, there are 15 facilities connected to EpicCare Link which are able to access real time access to HealthPartners (Regions) medical record for their patients. The community clinics are performing similar follow-up outreach as their resources allow. <ul style="list-style-type: none"> ○ Regions Hospital partners with HealthPartners health plan to provide support to Children’s Hospital’s improvement initiatives related to the emergency department. The work continues to support monitoring emergency department outreach efforts including providing support to Children’s to inform patients about the HealthPartners St. Paul Clinic providing walk-in care and social work support. In addition, after learning more about the Regions Hospital emergency department care manager model, Children’s hired case managers to support their emergency department. ○ The Home Based Medicine Service currently collaborates with HealthPartners Clinics health care home coordinators, MSHO care coordinators, Integrated Home Care, Disease and Case Management and partner hospitals, and the HealthPartners Hospice and Palliative Care Programs. The care pathways for this service are: consultation; post acute care; and home based primary palliative care. The consultation is an assessment and report with return visits as needed. The post acute care includes referrals from Post Hospital Post TCU – Post LTAC. These patients are scheduled for an additional 1-2 follow-up visits over 30 days in situations where it is deemed clinic access will remain difficult for that time and more time to complete care plan needed. Home based primary palliative care provides ongoing care in collaboration with a home clinic when possible. These patients are chronically ill and usually 6 months to 2 years away from either qualifying for or accepting hospice care. Home based primary palliative care is a health care home bridging care for patients until they are eligible for or accepting of hospice care. <ul style="list-style-type: none"> ▪ In 2015, our program saw 298 individual patients for a total of 1,038 visits. <p>Capital: \$275,000 Operating: \$40,000,000</p>
Regions Hospital will also continue to work closely with community clinic partners in the service area on continuity	Within 24 hours of an emergency department visit, the visit information is sent electronically to the applicable primary care provider. Regions Hospital and St. Paul & Minneapolis Children’s Hospitals are sending visit information to the HealthPartners Clinics. Regions. In addition, Regions Hospital sends the visit

<p>of care and linkages to Regions 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.</p>	<p>information to multiple local community clinics and continues to add clinics.</p> <ul style="list-style-type: none"> ○ The HealthPartners Clinics perform nurse outreach to the patients to follow up on the emergency department visit and to see if the patient needs to come in to the clinic. ○ As of the end of 2015, there are 15 facilities connected to EpicCare Link which are able to access real time access to HealthPartners (Regions) medical record for their patients. The community clinics are performing similar follow-up outreach as their resources allow.
<p>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.</p>	<p>Our integration efforts continued in 2015 with a focus on care plans to help patients manage their care, transitions work to connect patients through the care continuum and case management support in the ED and hospital units to facilitate safe and appropriate discharges and manage readmission risk.</p> <p>We convened an interdisciplinary committee, which meets monthly to address ED visits and hospital admissions. Care plans are implemented on patients considered high risk including those with narcotic abusing/seeking behavior and those with high rates of potentially medically unnecessary ED visits.</p> <p>Also imbedded in the ED are care managers who provide education and support to patients, connect them to primary care and to community resources. In addition, geographic studies were completed and we are partnering with community paramedics in neighborhoods where we see a high utilization of the emergency department.</p> <ul style="list-style-type: none"> • Many efforts are in place to manage risk of readmission. An algorithm was built to assign a score to patients representing their risk for risk for readmission. This score, along with other criteria, is used by care management staff and physicians to put in place activities to manage the risk. Hospital care management works closely with the healthplan disease and case management staff to ensure high risk patients are being followed outside the hospital. Hospital care management also works closely with Geriatrics, Hospice and Home Care to establish smooth transitions and exchange of information. Regular meetings take place with TCU's, LTAC's, SNF's and other facilities to establish and maintain processes that support efficient and effective transitions to and from the acute care setting. The 2015 Re-admission rate: 10.21% (reduction of 3.13% from 2014; goal: 3% reduction) <p>Operating : \$18,600</p>

<p>Priority #5 Promote Change in Unhealthy Lifestyles (Tobacco/Alcohol/Substance Abuse)</p>	<p>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.</p>
<p>Regions Alcohol and Drug Abuse Program (ADAP), established in 1972, matches</p>	<p>2015 Accomplishments:</p>

<p>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.</p>	<ul style="list-style-type: none"> • Educated staff on evidence based, gender specific programming. Rolled out Helping Men Recover as new program for residential • Added new alternative therapeutic interventions including acupuncture, yoga, Art Therapy, and meditative movement. • Improved access and flow by adding new intake staff and process. • Added a full time provider to address psychiatric and mental health needs. • Improved linkages to community services through hiring of ADAP Resource Coordinator. • Updated client satisfaction data collection process and questions. • ADAP served 505 clients in residential care and provided approximately 28,000 hours in outpatient counseling. <p>Operating: \$2,570,000</p>
<p>For appropriate emergency department and trauma patients, Regions Hospital will conduct a Screening, Brief Intervention and Referral to Treatment (SBIRT).</p>	<p>In 2015, Regions Hospital emergency department admitted 1,486 patients to the TACS service and had 532 TACS patients have the ETOH Screening.</p>