

Westfields Hospital & Clinic 2015 Implementation Plan

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

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

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

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

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

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

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Priority #1: Mental and Behavioral Health

- Rationale:**
- Data indicates that St. Croix County has nearly double the number of residents to mental health providers as compared to Wisconsin.
 - St. Croix County – 1,011:1
 - Wisconsin – 632:1
 - The *Healthiest Wisconsin 2020: Everyone Living Better, Longer* Health Focus Areas include mental health and unhealthy alcohol and drug use.
 - As a part of the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*, the Community Health Needs Assessment (CHNA) Survey identified alcohol and other substance use and addictions as a top health priority. Additional findings from this study indicate that 12.6% of students have considered attempting suicide in the last six months, 43.2% of high school students agreed that harassment and bullying is a problem at their school and excessive alcohol consumption is one of Wisconsin's largest public health issues.
 - In 2012, 36 people in St. Croix County were injured in alcohol-related motor vehicle crashes.
 - In 2011, 28% of St. Croix County residents responding to the survey participated in binge drinking in the last 30 days before the survey, as compared to 23% of Wisconsin.
 - In St. Croix, 29% of high school students reported having consumed alcohol during the last 30 days. In addition, 16.2% of St. Croix high school students reported binge drinking during the past 30 days before the survey.
 - According to the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*, the Youth Risk Behavior Surveillance System Survey indicates that 21.3% of high school students reported having tried marijuana.

Priority #1: Mental and Behavioral Health

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Reduce stigma surrounding mental illnesses	Implement Make It OK anti-stigma campaign	Community Health	X	X	Valley Hospitals, Public Health, Make It OK, Community Partners	Ongoing				
	Integrate Make It OK into employee wellness programs for hospital	Community Health	X	X	Valley Hospitals, Make It OK	Ongoing				
	Support efforts to raise stigma awareness including participating in annual NAMI walk	Marketing	X	X	Valley Hospitals, NAMI, Community Partners	Ongoing				
Improve access to mental health services	Update and distribute the Mental Health Guide Pierce & St. Croix Counties		Community Health	X	Community Health, Programs for Change, Healthier Together, Community Partners	Ongoing				
	Develop strategies to improve patient and community connection to mental and behavioral health care including seeking funding for a navigation model	Medical Leadership	X	X	Valley Hospitals, Community Partners	Ongoing				
	Develop partnerships and models to embed behavioral health in primary care	Medical Leadership	X	X	Valley Hospitals, Community Partners	Ongoing				
	Evaluate and develop inpatient treatment capacity for behavioral health care in the St. Croix Valley area	Medical Leadership	X	X	Valley Hospitals, Community Partners	Ongoing				
	Improve processes for behavioral health patients in emergency department	Medical Leadership	X	X	HealthPartners Valley Hospitals, Community Partners	Ongoing				
	Represents one of six hospitals that comprise the Valley Co-op Behavioral Health Team	Hospital Leadership	X	X	Amery, Baldwin, Hudson, Osceola, Westfields, St. Croix Falls Hospitals	Ongoing				

Priority #1: Mental and Behavioral Health

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Increase education around mental and behavioral health	Offer and promote ongoing community education classes including classes on stigma, depression and various other mental health issues	Community Education	X	X	Valley Community Education, Health Care Providers, Community Health, Community Partners, Public Health	Ongoing				
	Support and offer staff education on mental and behavioral health issues including mental health crisis training for Hospital and Emergency Department staff	Medical and Nursing Leadership	X	X	Medical and Nursing Leadership, Community Health, Community Partners	Ongoing				
	Offer "Beating the Blues" online program for both patients and employees to learn ways to better manage mood, stress and anxiety	Community Health, Hospital Leadership	X	X	HealthPartners Valley Hospitals, Health Care Providers, Community Health	Ongoing				
	Participate in Success by 6 Coalition	Clinic Leadership	X	X	Clinic Leadership, Hospitals, Public Health, Family Resource Center, United Way, Community Partners	Ongoing				
	Participate in Pierce - St. Croix CARES Coalition to create a responsive and effective system for promoting and protecting our children's wellbeing		Community Health	X	Pierce - St. Croix CARES Coalition, Public Health, UW Extension, Community Health	Ongoing				
	Participate in Substance Abuse, Withdrawal and Detox Training		Nursing Leadership	X	Programs for Change, Nursing Leadership, Hospital and Clinic Staff	X				

Priority #1: Mental and Behavioral Health

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Reduce risky and unhealthy alcohol and drug use	Actively participate in ongoing discussions and exploration of changing alcohol abuse through public policy		Community Health	X	Programs for Change, Community Health, Healthier Together	Ongoing				
Reduce use and exposure of tobacco among youth and adults	Offer tobacco cessation education to patients and the community	Community Education	X	X	Valley Hospitals, Community Education	Ongoing				
	Participate in the Tobacco Free Living Coalition		Community Health	X	Polk County Public Health, Pierce County Public Health, St. Croix County Public Health, Community Health, Community Partners	Ongoing				
Enhance suicide prevention efforts	Participate in Suicide Prevention Coalition		Community Health	X	St. Croix County Public Health, Schools, Community Health, Community Partners	Ongoing				

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Priority #2: Access and Affordability

- Rationale:**
- St. Croix County's median household income is \$69,641, as compared to \$51,474 in Wisconsin (2013). Approximately 7% of children in St. Croix County are living in poverty, as compared to 18.4% in Wisconsin (2013).
 - St. Croix County's unemployment rate is 4.5%, as compared to 5.5% in Wisconsin (2014).
 - 10.6% of residents under age 65 in Wisconsin do not have health insurance (2013). This compares to 7% in St. Croix County.
 - The *Healthiest Wisconsin 2020: Everyone Living Better, Longer* Infrastructure Focus Areas include: access to quality health services; collaborative partnerships for community health improvement; equitable, adequate, stable public health funding; public health capacity and quality; and systems to manage and share health information and knowledge.
 - As a part of the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*, the Community Health Needs Assessment (CHNA) Survey identified access to primary and preventive services as a top health priority.
 - Parents who participated in the Family Community Survey, as a part of the PowerUp initiative, indicated that coupons/price discounts would help PowerUp their families.

Priority #2: Access and Affordability

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Improve connection between health care and community resources	Compile local community resources and share with staff, partners and patients via multiple methods including web and staff training	Community Health	X	X	Valley Community Health, Dietitians, Social Workers, Finance, Emergency Department	Ongoing				
Increase access and affordability of primary and preventative healthcare	Continue Wal-Mart Health Station	Hospital and Clinic Leadership	X	X	Hospital and Clinic Leadership, Wal-Mart	Ongoing				
	Continue Total Cost of Care Task Force efforts to reduce the total cost of care for patients served by the hospital	Valley Leadership	X	X	Valley Hospitals	Ongoing				
	Assist patients with accessing affordable medication and medication monitoring by operating the Retail Pharmacy and continuing the Community Care Program (resource assistance)	Patient Financial Services	X	X	Patient Financial Services, St. Croix County Public Health, Community Partners	Ongoing				
	Provide van service transportation for patients	Hospital Leadership	X	X	Hospital Leadership, Maintenance	Ongoing				

Priority #2: Access and Affordability

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Increase access and affordability of primary and preventative healthcare	Continue financial counseling program (1.0 FTE) to help secure a payment source for un-insured and under-insured patients. Specifically, the Patient Financial Services Representative will help patients with financial assistance applications, setting up payment plans, enrolling in government programs, finding other sources of payment, or accessing services beyond medical care.	Patient Financial Services	X	X	Patient Financial Services, St. Croix County Public Health, Community Partners	Ongoing				
	Continue Scholarship Program to help increase the number of qualified providers in the community. Two scholarship awards offered to graduating high school seniors.	Hospital Leadership	X	X	Hospital Leadership, Hudson School District	Ongoing				
	Plan and implement the Methodist Hospital Family Medicine Residency Program Rural Training Track that is expected to add an additional physician to a northwestern Wisconsin region every year	Medical Leadership	X	X	Medical Leadership	Ongoing				
	Utilize the electronic medical record system, which reduces the opportunity for error, expedites the patient transfer process, and allows for easier scheduling of appointments	Hospital Leadership	X	X	Hospital Leadership	Ongoing				

Priority #2: Access and Affordability

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Increase access and affordability of primary and preventative healthcare	Develop models of care in Emergency and Hospital medicine that increase efficiencies and access	Hospital Leadership	X	X	Hospital Leadership, Emergency and Medical Departments	Ongoing				
	Explore innovative bundled services for commercial and government programs in partnership with CMS and partner providers	Hospital Leadership	X	X	Hospital Leadership, Financial Services	Ongoing				
Improve quality of care	Collaborate around quality improvement to identify and improve quality gaps including training in quality improvement for leaders	Valley Leaders	X	X	Valley Hospitals	Ongoing				

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Priority #3: Chronic Disease and Illness Prevention

Rationale:

- Cancer and heart disease are the first and second leading causes of death in St. Croix County, as well as Wisconsin (2009-2013). St. Croix County has increasing diabetes, cirrhosis, and chronic lower respiratory disease mortality rates.
- Obesity and diabetes are also concerns in St. Croix County and across the state. More than 25% percent of residents in St. Croix County and Wisconsin are obese (2012). St. Croix has the highest rate of obesity compared to other counties in the study area, but is lower than Wisconsin's rate. St. Croix County also has a higher rate of diabetes mortality compared to other counties in the study area, as well as Wisconsin.
- The *Healthiest Wisconsin 2020: Everyone Living Better, Longer* Health Focus Areas also include: chronic disease prevention and management; communicable disease prevention and control; physical activity; healthy growth and development; adequate, appropriate, and safe food and nutrition; and tobacco use and exposure.
- St. Croix County identified healthy foods and physical activity as two of its top three health priorities in the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*. Community input findings also indicate that increased access to active living, access to healthy food options and promotion of healthy eating are needs in the community. Finally, 82% of respondents in the Transform Wisconsin Public Opinion Poll indicated that childhood obesity is a serious problem in Wisconsin.
- In St. Croix, 79.6% of residents reported consuming insufficient fruit and vegetable intake in 2012, as compared to the Wisconsin average of 77.2%.
- Parents who participated in the Family Community Survey, as a part of the PowerUp initiative, indicated that physical activity during the school day, access to free/low cost places to be physically active, physical education in schools, and better food and beverage options at community events would help PowerUp their families.
- According to the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*, the Youth Risk Behavior Surveillance System Survey indicates that 25.6% of students reported watching television 3 or more hours per day on an average school day.
- Chlamydia rates in both St. Croix County and Wisconsin are increasing. According to the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*, the Youth Risk Behavior Surveillance System Survey indicates that over one-third (36.1%) of students reported ever having sexual intercourse.
- Between 2009 – 2013, the percent of 24 month old children who were immunized increased in Wisconsin and the United States.
- St. Croix County has had a decreasing percentage of mothers who received prenatal care in the first trimester since 2010.
- Tobacco use and exposure is identified as an area of concern in the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016* Community Health Needs Assessment Survey.
- In 2010, 21% of St. Croix County adult residents reported that they currently smoke, as compared to 21% of Wisconsin adult residents.
- According to the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*, the Youth Risk Behavior Surveillance System Survey indicates that 29.9% of students have tried cigarette smoking.

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Make better eating and physical activity easy, fun and popular for children and families through PowerUp Initiative	Deliver PowerUp School Challenge and School Change Toolkit in all interested schools in the New Richmond School District	Community Health	X	X	Valley Community Health, Community Partners	Ongoing				
	Engage the community and develop PowerUp partnership through website resources, social media, ongoing newsletters and communications, community outreach and opportunities to advise and participate in priority program development	Community Health, Marketing	X	X	Valley Community Health, Community Partners	Ongoing				
	Consult with community partners and provide resources to create a healthier food and physical activity environment through open gyms, farmer's markets, school policy and practice changes, improving foods at community and school events and concessions	Community Health	X	X	Valley Community Health, Community Partners	Ongoing				
	Focus community attention on healthier communities for children through PowerUp for Kids Week and ongoing community outreach	Community Health	X	X	Valley Community Health, Community Partners	Ongoing				
	Provide ongoing educational opportunities for kids and families including cooking classes and educational resources	Community Health	X	X	Valley Community Health, Community Partners	Ongoing				

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Improve the health of children in early childhood through Children's Health Initiative	Develop and implement Children's Health Initiative strategies including: Read, Talk, Sing resources; Social Emotional Development identification; Promote drug and alcohol free pregnancies; Breast-Feeding Promotion; Standard Workflows; OB-Pediatric coordinated care; Postpartum Depression; Decrease Teen Pregnancy; Supporting High-Risk Families; Early Childhood Experience screening	Medical Leadership, Community Health	X	X	Valley Medical Leadership, Community Health, Providers	Ongoing				
Improve oral health	Participate in Healthier Together Oral Health Task Force		Community Health	X	Healthier Together, Hospital Community Health, Public Health, Dentists, Community Members	X				
	Contribute and participate in the creation of the oral health backpack program. Students from each school district across the county receive a backpack with food supplies as well as a toothbrush, fluoride toothpaste, floss, a timer and oral health education/resources.		Community Health	X	Healthier Together, Hospital Community Health, Public Health, Dentists, School Districts, Community Members	X				
	Contribute in local community meetings to promote the safety and health benefits of community water fluoridation		Community Health	X	Healthier Together, Public Health, Legislative Representatives, Community Organizations	Ongoing				

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Increase access to physical activity	Participate in Healthier Together Physical Activity Task Force		Rehabilitation Services	X	Hospitals, Public Health, Schools, Bike & Ped Coalition and Community Members	X				
	Obtain and assist in the implementation of the Community Opportunity Grant and Active Schools Core 4+		Community Health	X	Healthier Together, Community Health Schools	X	X			
	Support and promote community efforts to encourage physical activity including providing materials for National Walk to School Day for all school districts in St. Croix County	Community Health	X	X	Healthier Together, PowerUp, Schools, Law Enforcement, Community	X				
	Partner with local, state and national park, recreation clubs, Centre, youth sports, schools and others to increase opportunities for youth, families and general community to be physically active		Community Health	X	Healthier Together, PowerUp, Parks, YMCA, Recreational Clubs, Youth Sports, Schools and Community	Ongoing				
	Participate on Bike and Pedestrian Advisory Committee and support complete streets, increased pathways and safe routes to school		Community Health	X	Community Health, St. Croix County	Ongoing				

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Increase access to fruits, vegetables and healthy food and decrease access to high calories, highly processed, low nutrient beverages and foods	Create food and beverage guidelines for hospital and clinic meetings.	Community Health, Nutritional Services	X	X	Community Health, Nutritional Services	Ongoing				
	Provide fruit and veggie community giveaway	Community Health	X	X	Community Health, Nutritional Services, Community Members	Ongoing				
	Consult with and support partners to reduce high sugar/low nutrient food and sugar sweetened beverage offerings at community events	Community Health	X	X	Community Health, Community Partners	Ongoing				
Reduce chronic disease and prevent illnesses	Support Public Health in communicable disease prevention efforts as circumstances warrant (i.e. immunizations for Whooping Cough, H1N1, etc.).		Community Health	X	Community Health, St. Croix County Public Health	Ongoing				
	Collaborate to provide high quality Diabetes education to patients and families including standardized processes and educational materials	Diabetes Educators	X	X	Valley Hospitals, Diabetes Educators, Community Education, Community Partners	Ongoing				
	Continue to educate hospital and clinic staff on diabetes education principles through trainings, newsletters and communication through EPIC.	Diabetes Educators	X	X	Valley Hospitals and Diabetes Educators	Ongoing				

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Provide health education and support to patients and community members	Provide a variety of childbirth education and family classes (Baby & Me, Expectant Parents, Breastfeeding, Babysitter Training, CPR, Sibling Preparation)		Birth Center	X	Birth Center, Family Resource Center, United Way Community Partners	Ongoing				
	Provide a wide variety of community education classes including cardiac rehab, tai chi for arthritis, advance planning, cancer prevention, etc. Continue to review opportunities in relation to programming and service line development.	Community Education	X	X	Valley Community Education, Community Partners	Ongoing				
	Provide diabetes, caregiver, cancer survivor and weight control education and support groups. Continue to review opportunities in relation to programming and service line development.	Community Education	X	X	Valley Community Education	Ongoing				
	Provide lactation support; encouraging breastfeeding and providing access to certified lactation consultants and breastfeeding education	Birth Center	X	X	Birth Center, Community Partners	Ongoing				
	Employ hospital dietitians to promote nutrition awareness and education to patients, their families, and the community	Nutritional Services	X	X	Nutritional Services, Community Partners, New Richmond School District, Patients	Ongoing				

Priority #3: Chronic Disease and Illness Prevention

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Improve health awareness, knowledge and literacy in the community	Host a community health fair and events to share health information and resources with the community	Community Health Fair Committee	X	X	Community Health Fair Committee (variety of departments)	Ongoing				
	Healthier Together: Engage the community and develop partnership through website resources, social media and communications, community outreach and opportunities to advise and participate in priority and program development	Community Health	X	X	Community Health, Healthier Together, Community Partners	Ongoing				
	Host health outreach events to specific populations to share health information and resources with the community (Hops for Health; Women's Event; Diabetes event etc.)	Valley Marketing	X	X	Valley Marketing, Community Partners	Ongoing				

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Priority #4:

Equitable Care

- Rationale:**
- There are approximately 86,759 residents in St. Croix County (2014). St. Croix County had a higher overall population percent growth than Wisconsin (2010-2014).
 - The 65 and older population experienced the greatest percentage increase of all age groups in St. Croix County and in Wisconsin (2010-2014). St. Croix County's median age is also increasing.
 - Parents who participated in the Family Community Survey, as a part of the PowerUp initiative, indicated that coupons/price discounts would help PowerUp their families.
 - The Black or African American population in St. Croix County increased between 2010 and 2014.
 - Data indicates that there is inequity among diverse populations. For example, there are significant disparities in high school completion rates across Wisconsin (2013-2014).
 - Wisconsin:
 - American Indian/Alaska Native: 79.1%
 - Black: 65.9%
 - Hispanic: 79.1%
 - White: 93.3%
 - Overall, 17.2% of children in St. Croix County are food insecure (2013) and 11% of seniors in Wisconsin are threatened by hunger (2013).
 - According to the *St. Croix County Community Health Needs Assessment and Improvement Plan 2014-2016*, homelessness, domestic violence, and lack of public transportation are issues facing families in St. Croix County.
 - The *Healthiest Wisconsin 2020: Everyone Living Better, Longer* Infrastructure Focus Areas include: diverse, sufficient, competent workforce that promotes and protects health; health literacy and education; and equitable, adequate, stable public health funding.

Priority #4: Equitable Care

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Deliver equitable care	Train leaders and staff in diversity, health literacy and cultural humility	Community Health	X	X	Valley Hospitals, Community Health and Hospital Education	Ongoing				
	Explore, develop and promote policies to address health equity	Community Health	X	X	Valley Hospital, Community Health, Wellness Committee and Human Resources	Ongoing				
	Explore issue of equitable care and adept changes and measures	Hospital Leadership	X	X	Valley Hospitals and Community Health	Ongoing				
	Provide financial counseling to help secure a payment source for un-insured and under-insured patients (see also Access and Affordability)	Finance	X	X	Valley Hospitals, Finance and Patients	Ongoing				
Facilitate improved access to services and resources for low income and diverse populations	Participate in Healthy Wisconsin Leadership Institute's Community Teams Program to improve health food access and health equity.	Community Health	X	X	PowerUp, Valley Community Health, Healthier Together, Food Resource Collaborative, Extension, Food Pantries, United Way and other Community Partners	X	X			
	Increase number of hospital materials available in other languages (Spanish)	Community Health and Diabetes Educators	X	X	Valley Community Health, PowerUp, Diabetes Educators and Translators	Ongoing				

Priority #4: Equitable Care

Goal	Strategies/Activities	Hospital Role(s)			Partnerships	Estimated Year			Progress	Key Results (As Appropriate)
		Lead	Collaborate	Partner		CY 2016	CY 2017	CY 2018		
Facilitate improved access to services and resources for low income and diverse populations	Financially support the New Richmond School District backpack program for low income students	Community Health	X	X	Community Health, Healthier Together and Hudson School District	Ongoing				
	Improve and connect health service systems to community members (see also Access and Affordability)	Hospital leadership	X	X	Valley Hospitals and Community Health	Ongoing				
	Increase availability of free and low cost physical activity options for children and families	Community Health	X	X	Valley Hospitals, PowerUp, Healthier Together and Schools	Ongoing				