

# Rapid City Regional Hospital

## FY2014-FY2016 Implementation Strategy

**For 40 years, Rapid City Regional Hospital has demonstrated its commitment to meeting the health needs of the Black Hills region.**

This summary outlines Rapid City Regional Hospital's plan (Implementation Strategy) to address its community's health needs by; 1) sustaining efforts operating within a targeted health priority area; 2) developing new programs and initiatives to address identified health needs; and 3) promoting an understanding of these health needs among other community organizations and within the public itself.

### Hospital-Level Community Benefit Planning

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#### Priority Health Issues To Be Addressed

In consideration of the top health priorities identified through the Community Health Needs Assessment process — and taking into account hospital resources and overall alignment with the hospital's mission, goals and strategic priorities — it was determined that Rapid City Regional Hospital would focus on developing and/or supporting strategies and initiatives to improve:

- **Access to Health Services**
- **Diabetes**
- **Injury & Violence Prevention**
- **Mental Health & Mental Disorders**
- **Nutrition, Physical Activity & Weight Status**

#### Integration with Operational Planning

Rapid City Regional Hospital includes a Community Benefit section within its operational plan.

#### Priority Health Issues That Will Not Be Addressed & Why

In acknowledging the wide range of priority health issues emerging from the Community Health Needs Assessment process, Rapid City Regional Hospital determined it could only effectively focus on those which it deemed most pressing, most under-addressed, and most within our ability to influence.

Health Priorities Not Chosen for Action	Reason
Cancer	<i>Rapid City Regional Hospital partners with All Women Count program promoting early detection for women who might have financial barriers to screening. Awareness activities through the American Cancer Society currently exist in the community and surrounding area.</i>
Conditions of Aging	<i>In the area of Alzheimer's deaths, there are local licensed skilled nursing facilities providing services to the elderly of the community. Other organizations provide in-home services and case management to elders in the community with conditions of aging, such as difficulty seeing and hearing, assisting in obtaining adaptive equipment and transportation.</i>
Maternal, Infant, Child Health	<i>As a provider of maternal, infant and child care in the community, Rapid City Regional Hospital recognizes its role in this area. However, limited resources and lower priority excluded this as an area chosen for action. We support programs that address these issues, such as the Cribs for Kids program through the South Dakota Department of Health.</i>
Oral Health	<i>Rapid City Regional Hospital has limited resources, services and expertise available to address oral health and access to oral health insurance. Other community organizations have infrastructure and programs in place to better meet this need. Limited resources excluded this as an area chosen for action.</i>
Respiratory Diseases	<i>Rapid City Regional Hospital believes this priority area falls more within the purview of other community resources, including outpatient clinical settings.</i>
Substance Abuse	<i>Rapid City Regional Hospital believes efforts outlined in our plan for mental health and mental health resources will have a positive impact on the area of substance abuse. A separate set of specific initiatives in this area is not justified at this time.</i>
Tobacco Use	<i>Rapid City Regional Hospital is a tobacco-free facility. The facility provides smoking cessation screening to our patients and provides reference to the South Dakota Quit Line as applicable. Limited resources and lower priority excluded this as an area chosen for action.</i>

## Community Benefit Funding

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As part of the Regional Health family, Rapid City Regional Hospital is committed to addressing the health needs of the region. Regional Health reinvests savings derived from the 340B Prescription Drug Program to fund our community investment programs including our community health improvement initiatives for FY2014-FY2016 listed in this report. Our 340B savings also help us to support other community investment programs like our indigent care pharmacy program, our partnership in the Crisis Care Center in Rapid City, and our significant investment in maintaining and improving access to care for the people located in our rural and sparsely-populated region.

## Implementation Strategies & Action Plans

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The following displays outline Rapid City Regional Hospital's plans to address those priority health issues chosen for action in the FY2014-FY2016 period.

## ACCESS TO HEALTH SERVICES

### Community Partners

- Prairie Hills Transit
- Regional On Call Transfer Center
- South Dakota Foundation of Medical Care – Community Transitions Coalition
- Community Paramedics Program

### Timeframe

FY2014-FY2016

### Scope

Low-income and medically vulnerable populations

### Strategies & Objectives

**Strategy #1:** Rapid City Regional Hospital will collaborate with the **South Dakota Foundation of Medical Care’s Community Transitions Coalition**. This is a community group involving pharmacists, clinics, long-term care and hospital employees from multiple facilities. The goal of the group is to identify areas of opportunity and to work on developing or improving processes that would prevent readmission to the hospital. This group has currently identified two areas of focus: outpatient medication reconciliation and timely primary care physician follow up.

**Strategy #2:** Rapid City Regional Hospital will lead the **Community Paramedics Program**. This program will help get the patients in our community to the right level of care at the right time. With a goal to reduce readmission rates as well as improve care transitions, we will develop a process in which paramedics will do home visits to high risk patients recently discharged from the hospital within 24 hours. This home visit will include medication reconciliation, education, and identifying possible interventions the patient may need once they have come home. This program will also offer an opportunity to reach out to those patients who may need minimal intervention that can be provided by the paramedics, rather than sending the patient to the emergency department.

**Strategy #3:** Rapid City Regional Hospital will support and utilize **Regional On Call**, a transfer center that coordinates all admission requests from other hospitals and local physicians. The transfer center will capture patient medical and demographic information, facilitate communication between providers and handle patient placement. Additionally, through the Hospitalist Direct Admission process, Rapid City Regional Hospital facilitates direct inpatient to inpatient transfer, therefore bypassing the Emergency Department. This process is a multidisciplinary team approach to care coordination with daily huddles and collaboration among team members.

**Strategy #4:** Rapid City Regional Hospital will continue to collaborate and contract with **Prairie Hills Transit** to provide patient transport services between facilities and home after discharge for patients who are lacking transportation. This allows access to transportation and facilitates timely discharge and efficient patient flow throughout the health system.

**Strategy #5:** Rapid City Regional Hospital has formed and will continue to support the **Patient Oriented Interdisciplinary Team (POINT)**, which is leading a discharge planning process that encourages increased communication among providers, patients, and families in order to decrease cost and length of stay while maintaining a patient centered approach.

**Strategy #6:** Rapid City Regional Hospital will support partnerships to enhance access to care, including: **Black Hills Community Health Care Center, Regional Urgent Care, Pine Ridge Regional Medical Clinic**, and other programs supporting enhanced access to primary care.

### Anticipated Outcomes

- Increase staff awareness of available resources for patients in need
- Increase patient referral to available resources
- Reduce complexity of health care system
- Reduce overuse of the Emergency Department
- Improve transportation to medical care
- Assist individuals experiencing insurance instability

## DIABETES

### Community Partners

- South Dakota Department of Health
- Rapid City Indian Hospital
- Regional Medical Clinics
- YMCA of Rapid City

### Timeframe

FY2014-FY2016

### Strategies & Objectives

**Strategy #1: Diabetes Prevention:** Partner with Regional Medical Clinic Diabetes Education and the YMCA of Rapid City to promote community diabetes prevention programs.

**Strategy #2: Diabetes Screening:** Currently Rapid City Regional Hospital is working with diabetes care specialists to develop new staff education, tools, screening, and management protocols in the areas of Emergency Department, Obstetrics, Medical/Surgical and Surgery.

**Strategy #3: Diabetes Management:** Rapid City Regional Hospital recognizes that providing consistent, evidence-based diabetes care will assist in the long-term goal of decreasing diabetes related morbidity and mortality in our community.

- Rapid City Regional Hospital will offer consultation and coaching services in support of the system-wide collaborative Diabetes Care Management Pilot being developed through Regional Medical Clinics. Recommendations resulting from the pilot will be implemented at clinics across the system.
- Develop a system-wide diabetes service line focused on improving patient satisfaction, quality of care and continuity of services.
- Through diabetes nurse champions, Rapid City Regional Hospital nursing service will receive evidence-based diabetes care education in order to manage, provide care, and educate patients. Rapid City Regional Hospital will implement evidence-based diabetes protocols.
- Partner with the South Dakota Department of Health to offer a lay-led Chronic Disease Self Management Program (CDSM).

**Strategy #4: Diabetes Provider Education:**

- Educate primary care providers and their teams on evidence-based practices regarding diabetes management in all health care settings.

**Strategy #5: Diabetes Nutrition Education**

- Hire a culinary trained chef who will offer classes to demonstrate the ease and timeliness of cooking a healthy and appetizing meal for people with diabetes
- Provide healthy and appetizing recipes for people with diabetes

### Anticipated Outcomes

- Reduce the number of individuals with diabetes in our community
- Increase identification and education of previously undiagnosed people with diabetes that are receiving care at Rapid City Regional Hospital
- Provide consistent diabetes management throughout the continuum of care
- Retain staff that is competent and knowledgeable on evidence-based diabetes management techniques and education strategies
- Reduce impact of diabetes in patients with multiple co-morbidities
- Reduce long-term diabetes morbidity and mortality rates in our community
- Offer community-wide education on evidence-based diabetes management
- Provide education material on food choices and recipes for people with diabetes
- Provide culinary classes that teach/demonstrate easy, healthy, and appetizing meals for people with diabetes

## INJURY & VIOLENCE PREVENTION

### Community Partners

- CORE (Community Organized Resources in Educating youth) – Pennington County Sherriff's Department, South Dakota Highway Patrol, Rapid City Police Department, Rapid City Fire Department, Ellsworth Fire Department, South Dakota National Guard, State Attorney's Office, Public School System, Black Hills LifeFlight
- Farm Bureau of South Dakota
- Kohl's Cares
- PSEC (Public Safety Education Consortium)
- Safe & Sound South Dakota

### Goal

Decrease the occurrence of preventable injuries in the communities we serve. Develop partnerships with other public safety organizations to provide resources and education to community members to minimize risks and encourage responsible decisions.

### Timeframe

FY2014-FY2016

### Strategies & Objectives

#### **Strategy #1: Head Injury Prevention – includes education & helmet giveaways**

- Kohl's Don't Thump Your Melon (grade school children)
- Ski helmet distribution at Ski for Light event (children, adolescents & adults)

#### **Strategy #2: Fall Prevention – includes education and screenings**

- Stand Strong for Life (elderly & those with balance issues)
- Window Safety (parents of grade school children)

#### **Strategy #3: Automobile Safety**

- Car seat distribution (infants & children)
- Freshman Impact (adolescents)
- Graduated Drivers Licensing (adolescents)

### Anticipated Outcomes

- Increased bicycle and ski helmet use in community
- Decreased ground level falls in elderly population
- Increased knowledge of window safety by parents of grade school age children
- Greater use of appropriate child safety seats for infants and children
- Decrease in destructive decisions made by youth regarding drinking and driving or texting/distracted driving
- Legislation that continues to support graduated drivers licensing in South Dakota
- Lay persons trained on the first steps to take in farm/ranch injuries

## MENTAL HEALTH & MENTAL DISORDERS

### Community Partners

- Behavior Management Systems
- Black Hills Behavioral Health Collaborative
- Crisis Care Center
- Front Porch Coalition

### Goal

To develop collaboration between multiple community agencies to improve access to mental health care and assist in the continued development of mental health services and the ability to provide access to outpatient mental health services 24/7 for people in crisis.

### Timeframe

FY2014-FY2016

### Scope

The scope will be limited to the work of the Black Hills Behavioral Health Collaborative projects.

### Strategies & Objectives

#### Strategy #1: 24/7 Crisis Care Center

- To continue to support the Crisis Care Center by fulfilling the Regional Health monetary grant to the Collaborative (1.5 million dollars over 3 years)
- To support the development of a sustainability plan
- To provide in kind support from Regional Health employees to be members of the Collaborative and related committees

#### Strategy #2: Educate the public about mental health and substance abuse issues

- To support the biannual mental health educational forums
- To support the annual mental health awareness day celebration at Main Street Square in Rapid City

#### Strategy #3: To provide support for suicide prevention and education

- To provide office space for the Front Porch Coalition to support the prevention of suicide and support to families impacted by suicide

#### Strategy #4: To provide support of an analysis and development of a program to address youth and family crisis

- To provide staff for involvement in meetings to develop a youth crisis model similar to the adult model to improve access to mental health and intensive family therapy for youth and families

### Anticipated Outcomes

- Sustainability of the ability to provide 24/7 access to outpatient crisis mental health care
- Decrease the number of suicides in the community
- To increase the referrals of people in need of outpatient crisis care to the Center and to avoid the need to go to the emergency department

## NUTRITION, PHYSICAL ACTIVITY & WEIGHT STATUS

### Community Partners

- Regional Weight Management
- American Heart Association - Fit Friendly Company
- Pioneering Healthier Communities
- North Rapid Community Schools

### Timeframe

FY2014-FY2016

### Goal

Encourage a healthy and active lifestyle to those within our community who are obese, overweight, or want to maintain a healthy weight.

### Strategies & Objectives

#### Strategy #1: Healthy Eating Classes

- Offer culinary classes to demonstrate the ease and timeliness of cooking a healthy, inexpensive, and appetizing meal
- Provide healthy and appetizing recipes

#### Strategy #2: Community Wellness Programs

- Continue to offer and expand community wellness programs, including but not limited to: medically and non-medically supervised weight loss programs, nutritional counseling, exercise programs, Rapid City Regional Hospital gym memberships for employees and spouses, body composition analysis, and overall health assessments.

#### Strategy #3: Pioneering Healthier Communities Coalition

- Continue to support Pioneering Healthier Communities (PHC) by providing in kind support from Regional Health employees to be members of the Coalition and related committees.
- Opportunities include work to increase physical activity among Rapid City adults by 5% by 2016. Work consists of conducting a city-wide campaign, creating a healthy workplace toolkit and implementing a health impact assessment for the city.

#### Strategy #4: North Rapid Community Schools – Health, Wellness and Safety Committee

- Partner with North Rapid Community Schools by serving on the Health, Wellness and Safety Committee to ensure the basic physical, mental, and emotional health needs of young people and their families are recognized and addressed.
- The committee is tasked with networking and collaborating together to provide increased access to families regarding health, safety and wellbeing.

### Anticipated Outcomes

- Provide education material on easy, inexpensive, healthy, and appetizing food choices and recipes
- Offer classes that instruct and demonstrate easy, healthy, and appetizing meals
- Increase in the number of Rapid City adults meeting the recommended amounts of moderate physical activity
- Increased access to health care, nutrition, and physical activity for North Rapid Community Schools students and families

## Adoption of Implementation Strategy

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On June 26, 2013, the Board of Regional Health met to discuss this plan for addressing the community health priorities identified through our Community Health Needs Assessment. Upon review, the Board approved this Rapid City Regional Hospital Implementation Strategy and the related budget items to undertake these measures to meet the health needs of the community.

Regional Health Board Approval & Adoption:

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By Tom Morrison, Chair, Regional Health Board

Date

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By Timothy H. Sughrue, FACHE, Chief Executive Officer, Rapid City Regional Hospital

Date