



Sanford Bismarck  
Community Health Needs Assessment  
Implementation Strategy  
2017-2019

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HEALTH

Dear Community Members,

Sanford Health Bismarck is pleased to present the 2016 Community Health Needs Assessment, a report critical to a community benefit program that builds on community assets, promotes collaboration, improves community health, and promotes innovation and research. Furthermore, a needs assessment helps the community build capacity to support policy, systems, environmental changes and community health improvement.

To assess community needs, Sanford Health Bismarck partnered with Bismarck-Burleigh Public Health and CHI St. Alexius. Together we created a plan to survey community members and bring together community leaders and stakeholders for focused discussion on initial findings. We are grateful to all the community members who joined us in this important work.

In the generalizable survey, community members were asked to identify health-related concerns and unmet needs. An additional, separate survey targeted Bismarck and Burleigh County community stakeholders. Researchers at the Center for Social Research at North Dakota State University analyzed the survey data. Sanford Health further analyzed the data, identified unmet needs, and partnered with key community stakeholders to develop a list of resources available to address each need. A gap analysis and prioritization exercise was also conducted to identify the most significant health needs and to further address these needs through the implementation strategies included in this document.

Sanford Health Bismarck has a strong history of partnering with community stakeholders to better meet community members' health and wellness needs. Among key health care-related needs identified in this document, Sanford Health has included strategy overviews to address access to affordable care, wellness initiatives and substance abuse.

The report focuses on community assets as well as community health needs. The asset map and resource list is included in this document along with action steps to address identified needs.

Through our work with community leaders and our healthcare partners, we can bring affordable, high-quality care and services to the people who live and work in the communities we serve.

Sincerely,



Craig Lambrecht, M.D.  
President  
Sanford Health Bismarck

## 2016-2019 Implementation Strategies

### Priority 1: Access to Affordable Care

Many factors impact access to affordable care—lifestyle choices, health insurance coverage, proper utilization of health care services and access to medical providers.

Lifestyle choices—nutrition, tobacco use and activity levels—arguably have the greatest impact on health care costs. Smoking and obesity, in particular, increase one’s risk for chronic disease. More than 80 percent of health care costs in 2014 were for people with one or more chronic medical conditions.

Twenty-nine percent of Burleigh County residents have a BMI greater than 30. Obesity increases the risk for health conditions such as heart disease, type 2 diabetes, cancer, hypertension, dyslipidemia, stroke, liver and gallbladder disease, osteoarthritis, sleep apnea and respiratory problems. Heart disease/stroke and cancer account for 26 percent and 23 percent, respectively, of all deaths in North Dakota.

Health coverage: Predictably, having no health insurance coverage hampers access to care and, most notably, access to preventive care. Uninsured women, as an example, are half as likely to seek mammograms as insured women. Net health care savings from preventive care are difficult to measure quantitatively, but qualitative measurement is readily available. Health insurance coverage is also key to proper utilization of health care services.

Access to providers is increasingly difficult as North Dakota experiences rapid population growth. Perhaps most notable is poor access to behavioral health services. A 2015 North Dakota behavioral health report characterized the state’s shortage of services as being in crisis mode.

### Priority 2: Substance Abuse

Addiction rates in North Dakota have escalated significantly in recent years, overwhelming community hospitals, treatment centers, legal systems and detention centers. As an example, a new Burleigh/Morton country detention center is being built to accommodate the overload directly attributed to substance abuse. Nearly half of the 2015 inmate population was held for drug- and alcohol-related offenses with a 69 percent recidivism rate. The N.D. State Penitentiary estimates more than 70 percent of its inmate population suffers from addiction.

A recent Mental Health America study indicates the disease of addiction affects 10.2 percent of adults living in North Dakota, slightly higher than the national average. In the Burleigh County community health needs assessment, 8.8 percent of the respondents reported an alcohol use problem and 0.9 percent reported an addiction to prescription medications. Of the respondents who reported ever having a substance abuse problem, nine said they got the help they needed, six did not.

Excessive drinking—more than four drinks for women and five for men—increases one’s risk for alcohol poisoning, hypertension, heart disease, sexually transmitted infections, fetal alcohol syndrome, sudden infant death syndrome, suicide and motor vehicle crashes. Excessive drinking is the third leading lifestyle-related cause of death in the United States (*American Journal of Epidemiology*, 2014).

In Burleigh County, 4.6 percent of respondents reported drinking an average of more than 4 drinks per day on each day they drank in the last month. When asked how many days respondents consumed at least 4 or 5 (4 for women, 5 for men) on one occasion, 15.5 percent reported they did so at least once in the last month. The 2015 *County Health Rankings* indicates that 23 percent of Burleigh County residents report excessive drinking.

When asked if substance abuse has had harmful effects on the respondent or a family member, 13.1 percent reported alcohol has had a harmful effect and 8.1 percent say prescription and/or non-prescription drugs have had a harmful effect.

# Community Health Needs Assessment Implementation Strategy

## FY 2017-2020 Action Plan

**Priority 1: Access to Affordable Care**

**Projected Impact:** Increase percent of community members accessing preventive and acute care in appropriate setting

**Goal 1: Increase access to healthy lifestyle improvement opportunities**

Actions/Tactics	Measureable Outcomes	Dedicated Resources	Leadership	Note any community partnerships and collaborations (if applicable)
<ul style="list-style-type: none"> <li>• Establish Family Wellness Center to provide year-round physical fitness opportunities to community residents</li> <li>• Support and lead community-wide education initiatives</li> </ul>	<p>Increase percent of residents participating in physical fitness most days of the week</p>	<p>Sanford Health Bismarck therapy teams</p>	<p>Kirk Cristy, Melanie Carvell and Fred Fridley</p>	<p>Missouri Valley YMCA</p>

**Goal 2: Patients are aware of the best coverage options**

Actions/Tactics	Measureable Outcomes	Dedicated Resources	Leadership	Note any community partnerships and collaborations (if applicable)
<ul style="list-style-type: none"> <li>• Extend supportive services to help patients navigate through coverage options</li> <li>• Support “no wrong door” policy to help community members secure health coverage and/or financial assistance through the Sanford Health Financial Assistance Program</li> <li>• Provide connectivity to financial advocacy help to uninsured and underinsured patients and their families</li> <li>• Provide education and support needed to redirect people using</li> </ul>	<p>Increase percent of residents with health care coverage</p>	<p>Sanford Health financial advocacy team</p>	<p>Lori Bles and Kirk Cristy</p>	<p>Burleigh County Social Services, North Dakota Navigator Project, N.D. Bureau of Indian Affairs</p>

Actions/Tactics	Measureable Outcomes	Dedicated Resources	Leadership	Note any community partnerships and collaborations (if applicable)
emergency department care for non-emergent services <ul style="list-style-type: none"> <li>Conduct outreach and educational activities to promote access to affordable health care opportunities for minorities, underserved, and vulnerable populations</li> </ul>				

**Priority 2: Substance Abuse**

**Projected Impact:** Improve community’s substance abuse continuum of care

**Goal:** Substance abuse services are provided across the full continuum of care

Actions/Tactics	Measureable Outcomes	Resources	Leadership	Note any community partnerships and collaborations - if applicable
<ul style="list-style-type: none"> <li>Partner with community stakeholders to identify gaps in continuum of care</li> <li>Increase community members’ awareness of the disease of addiction</li> <li>Improve access to care</li> </ul>	Increased awareness regarding substance abuse	Health coaches, public policy team, human resources	Al Hurley Marnie Walth	Bismarck/Burleigh County Public Health, Burleigh County Social Services, Face It TOGETHER, Burleigh County Sherriff’s Office, Bismarck Police Department, N.D. Department of Human Resources, Reducing Pharmaceutical Narcotics in our Communities, Justice and Mental Health Planning Committee

## Community Health Needs Assessment Key Findings

The needs assessment and stakeholder discussions covered numerous needs areas ranging from the cost of long term care to affordable infant care. When grouped into categories, the needs fell into the following categories:

- Access to Affordable Health Care—Includes cost of care services, cost of insurance and cost of medications
- Addiction Management—Prevention, education, intervention and recovery services
- Aging Services—Cost and availability of long term care, availability of memory care and access to affordable home-based services
- Housing—Homelessness and access to affordable housing
- Mental Health—Depression, stress, substance abuse
- Physical Health—Chronic disease, obesity, poor nutrition and inactivity
- Underage drinking and substance abuse

Sanford is addressing the assessed needs that fall within the healthcare system's scope of work. In some cases the need is one where the system does not employ the applicable expertise to adequately address the need; however, Sanford leaders will communicate these findings with community leaders and experts who can best focus on a solution to the concern.

## Bismarck 2016 CHNA Asset Map

Identified Concerns	How Sanford Bismarck is Addressing the Needs
<p>Aging Population</p> <ul style="list-style-type: none"> <li>• Cost of LTC</li> <li>• Availability of memory care</li> <li>• Availability of resources to help the elderly stay in their homes</li> </ul>	<ul style="list-style-type: none"> <li>• Sanford Bismarck is working collaboratively with other area aging service providers, e.g. skilled nursing facilities and assisted living centers, to coordinate care for the aging population and assist in transitions from levels of care.</li> <li>• Social workers, case managers and discharge planners work collaboratively with area service providers to identify appropriate resources and to ensure safe discharges. In addition to its hospital setting, Sanford Health has placed care planners in each of its long-term living facilities to assist in transitions of care.</li> <li>• Resources to help elderly individuals stay in their homes are available through programs such as the North Dakota State University Extension Office and the Sanford Faith Community Nurse Program.</li> </ul>
<p>Access</p> <ul style="list-style-type: none"> <li>• Access to affordable care</li> <li>• Coordination of care between providers and services</li> </ul>	<ul style="list-style-type: none"> <li>• Sanford Health Bismarck offers financial assistance for emergency and other medically necessary services provided and billed through our centralized Patient Financial Services. This assistance, ranging from a reduction in the amount of the balance outstanding up to complete forgiveness of the balance outstanding, is provided to patients demonstrating financial need.</li> <li>• Additionally, SHB offers financial advocacy help to uninsured and underinsured patients and their families.</li> <li>• SHB case managers and health coaches coordinate care between medical providers and applicable services within and outside the health care system.</li> </ul>
<p>Children and Youth</p> <ul style="list-style-type: none"> <li>• Cost and availability of quality child care</li> <li>• Bullying</li> </ul>	<ul style="list-style-type: none"> <li>• Sanford Health Bismarck is partnering with Missouri Valley YMCA, Basin Electric and CHI St. Alexius to establish a new community daycare center to add daycare services for an additional 240 children.</li> <li>• Bismarck public schools have passed bullying policies.</li> <li>• Community-based organizations such as Missouri Valley United Way offer community education services to increase awareness and prevention of bullying in the community.</li> </ul>
<p>Crime/Safety</p> <ul style="list-style-type: none"> <li>• Presence of street drugs, prescription drugs, and alcohol</li> <li>• Presence of drug dealers in the community</li> <li>• Sex trafficking</li> <li>• Child abuse and neglect</li> <li>• Elder abuse</li> <li>• Domestic violence</li> <li>• Presence of gang activity</li> <li>• Crime</li> </ul>	<ul style="list-style-type: none"> <li>• Sanford Health Bismarck is partnering with Face It TOGETHER, a non-profit addiction management organization to help provide substance abuse awareness, education and recovery resources.</li> <li>• 4her North Dakota works to educate, advocate and eradicate sex trafficking via free education and training events.</li> <li>• The Sanford Health Dakota Children’s Advocacy Center provides prevention, education and community awareness presentations on relevant and vital child safety issues. Trained facilitators offer these trainings to professional, parents and youth serving organizations.</li> <li>• Prevent Child Abuse North Dakota and Sanford Health Bismarck provide community education and awareness events and sponsors a running team tasked with raising awareness and helping children at risk.</li> </ul>



Identified Concerns	How Sanford Bismarck is Addressing the Needs
	<ul style="list-style-type: none"> <li>• Vulnerable Adult Protective Services addresses the safety of vulnerable adults who are at-risk of harm due to the presence or threat of abuse, neglect, or exploitation. Sanford Health Bismarck helped support legislative policy that requires medical professionals to report suspected abuse.</li> <li>• Bismarck Police Department and Burleigh County Sherriff’s Department have assigned officers and resources to provide community education/prevention presentations and conduct security surveys of homes and businesses.</li> </ul>
<p>Cost of Health Care</p> <ul style="list-style-type: none"> <li>• Affordable health insurance</li> <li>• Cost of dental insurance</li> <li>• Cost of vision insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Sanford Health Bismarck provides free, on-site financial advocacy staff to help patients and their families apply for financial assistance and/or affordable health care coverage.</li> <li>• Sanford Health Bismarck provides care for dental-related problems regardless of patients’ ability to pay; additionally, SHB advocates access to affordable care by engaging policy makers at the local and state level.</li> </ul>
<p>Economics</p> <ul style="list-style-type: none"> <li>• Affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• The cities of Bismarck and Mandan commandeered an affordable housing study to guide community-specific policy and affordable housing strategies. Sanford Health Bismarck has and will continue to participate in focus group meetings as identified by city leaders.</li> </ul>
<p>Physical Health</p> <ul style="list-style-type: none"> <li>• Chronic disease</li> <li>• Cancer</li> <li>• Obesity</li> <li>• Inactivity</li> <li>• Poor nutrition</li> </ul>	<ul style="list-style-type: none"> <li>• Sanford Bismarck provides in-kind human resources and sponsorship funding to support more than 100 community groups and events each year—investments targeting increased wellness-related awareness and education. By sharing information about the importance of healthy lifestyles, e.g. good food choices and consistent physical activity, Sanford Bismarck leaders and medical providers aim to increase prevention and control of chronic disease and some forms of cancer.</li> <li>• Sanford Bismarck helped create a youth running group targeting pediatric health and is partnering with Missouri Valley YMCA to provide a Family Wellness Center. The community-owned facility will provide much-needed access to year-round fitness opportunities necessary to help combat chronic illnesses including diabetes, obesity and heart disease.</li> <li>• Sanford Bismarck provides year-round comprehensive programming for patients newly diagnosed with pre-diabetes as well free one-hour community sessions during the months of September through May. Sanford Bismarck medical providers completed more than 750 free blood sugar screenings at various community wellness events in 2013, 2014 and 2015; each at-risk person was provided education materials and encouraged to visit with their primary care doctor. In 2015 Sanford Health partnered with the N.D. Diabetes Coalition to create a statewide pre-diabetes awareness and screening strategy. Planning is underway.</li> </ul>
<p>Mental Health/Substance abuse</p> <ul style="list-style-type: none"> <li>• Binge drinking</li> <li>• Underage drug abuse</li> <li>• Adult drug abuse</li> <li>• Underage drinking</li> <li>• Alcohol use and abuse</li> <li>• Smoking and tobacco use</li> <li>• Depression</li> <li>• Stress</li> </ul>	<ul style="list-style-type: none"> <li>• Sanford Health Bismarck is partnering with Face It TOGETHER, a non-profit addiction management organization to help provide substance abuse awareness, education and recovery resources.</li> <li>• SHB is a smoke-free campus and provides education and counseling to patients and their families regarding the health hazards of tobacco use and support to quit. Sanford Bismarck offers a smoking cessation program for community members and partners with Burleigh County Public Health and N.D. Department of Health tobacco prevention and control programs.</li> </ul>

Identified Concerns	How Sanford Bismarck is Addressing the Needs
<ul style="list-style-type: none"> <li>• Suicide</li> <li>• Dementia</li> </ul>	<ul style="list-style-type: none"> <li>• Sanford Health Bismarck works collaboratively with private providers and treatment centers, Burleigh County Public Health, and West Central Human Service Centers to provide coordinated mental health and behavioral health services to community members.</li> <li>• Sanford Health has partnered with law enforcement, social services providers, and other community care providers to develop a community-wide continuum of care to meet the behavioral health needs of the county.</li> <li>• Sanford Bismarck helped create a community-based youth running group targeting pediatric health including self-esteem, self-confidence and physical fitness.</li> <li>• Sanford Bismarck’s partnership in the in-development Family Wellness Center is a key investment in the community’s wellness—increased social connectivity and access to community programming increase positive outlook and helps reduce depression and stress.</li> </ul>
<p>Transportation</p> <ul style="list-style-type: none"> <li>• Safe driving habits</li> <li>• Safe transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Non-profit organization Bis-Man Transit Board provides transit to the communities of Bismarck, Mandan and Lincoln. The CAT (Capital Area Transit) is the fixed-route bus system serving Bismarck and Mandan with 12 routes. Bis-Man Transit is partnered with Taxi 9000 to provide public and personal transit throughout the three cities, and is partnered with Jefferson Lines to provide transit to communities throughout North Dakota.</li> <li>• Texting while driving: To enforce the state law prohibiting texting while driving, law enforcement agencies in Burleigh and Morton counties use traditional and innovative methods to detect and cite texting drivers: In addition to uniformed and non-uniformed monitoring, enforcement teams participate in national high-visibility enforcement campaigns.</li> <li>• Pedestrian and bike routes: Bismarck has a well-developed bicycle and pedestrian network. The network—which includes nearly 50 miles of bike trails—facilitates safe travel throughout the city, offers protected travel across major roadways and the Missouri River and access to recreation areas through Bismarck and Mandan. Additionally, the City of Bismarck has incorporated on-street bicycle facilities, which include a combination of bicycle lane and “Share the Road” signage and pavement markings. Solid white lines, signs, and painted bike symbols denote protected bike lanes and indicate the correct riding direction. The City of Bismarck has an ordinance requiring the installation of sidewalks as adjacent development occurs. Additionally, the City of Bismarck has a program, which annually focuses on specific parts of the community, to fill “gaps” in the existing sidewalk network.</li> </ul>

## Demonstrating Impact

The following unmet needs were identified through a formal community health needs assessment, resource mapping and prioritization process for 2013:

- Diabetes
- Pediatric Obesity

### **Implementation Strategy: Diabetes**

- Increase pre-diabetes education and outreach activities:
  - Partner with N.D. Diabetes Control Project to initiate comprehensive pre-diabetes behavior modification class.
  - Offer weekly “Diabetes 101” classes to improve JIT diabetes education for newly diagnosed patients.
  - Increase pre-diabetes awareness via health fairs, Doc Talk education series and newspaper articles.
- Actively participate with community wellness, fitness and healthy living entities to promote and support fitness and active living by sponsoring walking, screening and educational programs.
- Partner with mental health services to offer depression screenings and support services to patients with diabetes.
- Offer monthly diabetes education classes to community members diagnosed with diabetes.
- Launch *fit*, a partnership that unites Sanford’s medical expertise and WebMD’s prominence as an on-line medical resource. Together, the groups will work to prevent type 2 diabetes and confront the growing obesity epidemic. The initial stage of *fit* will provide a series of on-line resources that combine information and education with motivation to take action.

### **Impact**

Pre-diabetes and education outreach: Implemented the “Preventing Diabetes Program” for community members newly diagnosed with pre-diabetes. The 16-week course is followed with six monthly check-in and education presentations. Three sessions were completed in 2014-2015. Participants achieved significant health gains during the 16-week portion of the program. As an example, participants needing to lose weight did so during the 16-week portion of the course and maintained the weight loss through the six-month follow-up sessions.

Sanford Health medical providers completed more than 750 free blood sugar screenings at various community wellness events in 2013, 2014 and 2015. Approximately four percent of the screenings indicated high risk for diabetes. Each at-risk person was encouraged to follow up with their primary care doctor, given pre-diabetes education materials, and invited to participate in community education programs.

Sanford Health provided free one-hour community education sessions during the months of September through May in each of the last three years. The combined participant total was 810. Attendees received education on a variety of topics and then were given the opportunity to participate in a question-and-answer session with a medical provider.

Depression screenings were incorporated into all primary care and internal medicine visits. Sanford Health diabetes care givers completed in-service training to better care for patients suffering from or at risk for depression.

Community partnerships: In 2015 Sanford Health partnered with the N.D. Diabetes Coalition to create a statewide pre-diabetes awareness and screening strategy. Planning is underway.

Sanford Bismarck in 2015 partnered with Missouri Valley YMCA and Mandan Parks and Recreation to begin work on a Family Wellness Center. The facility will provide much-needed access to year round fitness opportunities necessary to help combat chronic illnesses including diabetes, obesity and heart disease.

*fit* Kids and Medscape: These electronic education offerings were not launched; resources were instead directed to other prevention and education activities.

### **Implementation Strategy: Pediatric Obesity**

- Actively participate with community wellness, fitness and healthy living entities to promote and support fitness and active living by sponsoring walking, screening and educational programs.
  - Increase physician awareness of these programs and encourage increased referrals.
  - Initiate youth-specific running program.
  - Pursue establishing a Girls on the Run chapter for community members.
- Partner with community efforts to address pediatric obesity including, but not limited to, YMCA Fit Kids, Go! Bismarck/Mandan and Bismarck-Burleigh Public Health's BodyWorks and Healthy Kids/Healthy Weight programs.
- Offer healthy eating and active living classes via Sanford Bismarck's Doc Talk education series.
- Launch *fit*, a partnership that unites Sanford's medical expertise and WebMD's prominence as an on-line medical resource. Together the groups are working to prevent type 2 diabetes and confront our nation's childhood obesity epidemic. The initial stage of *fit* will provide a series of on-line resources that combine education with motivation to take action. *fit* is designed to reach, educate and support three audiences through the following platforms:
  - *fit* Kids: Translating on-line learning to off-line healthy living, this fun and interactive site is designed to engage and motivate children and teens.
  - Raising *fit* Kids: This platform for parents and families offers tools and resources to become healthy role models while promoting a child's use of *fit* Kids. The site also includes a portal where parents can discuss questions and topics with others like them as well as receive expert insights from Sanford Health professionals.
  - Medscape: Sanford Health is steering the content of digital CME programming on WebMD's Medscape site, ensuring health care professionals across the globe are positioned to promote *fit*'s healthy living outcomes with children and parents.
- Work with Sanford WebMD *fit* program to leverage this program to parents and children through the local school system.

## Impact

**Community Wellness:** Sanford Health Bismarck sponsored more than 200 wellness-related events throughout Bismarck and Mandan touching more than 20,000 parents and children with fitness-related and active living opportunities and wellness education. By providing opportunities to learn about and practice healthy habits, Sanford Bismarck helped families make healthier eating and activity choices in their own homes. In addition to walk/run events, Sanford health care providers participated in and presented at education-based forums targeting families and children wellness.

Sanford Bismarck providers presented more than 20 free education seminars to parent organizations and youth-based groups. Presentations included targeted, call-to-action messages. As an example, a presentation encouraging whole and natural foods included specific recommendations regarding energy drinks; participants later reported decreased consumption of high-sugar, caffeinated beverages.

**Youth Running Program:** Sanford Bismarck partnered with community organizations (Bismarck Public Schools, Bismarck Parks and Recreation, CHI St. Alexius, Basin Electric, Dakota Girls and Boys Ranch and Missouri Valley YMCA) to establish a free, community-based youth running program. Established in February 2014, the program has mentored more than 200 at-risk children who have collectively trained for and run more than 100 five-kilometer races. The majority of the participants represent underserved youth populations, children who might not otherwise be targeted for healthy lifestyle choice education.

The program teaches youth healthy lifestyle habits via a structured running program and guest speakers who share healthy eating, fitness and personal wellness information. Participants who complete the program learn to adopt running into their daily routine and experience improved outlook and mood, reduced stress, stronger muscles and bones, reduced risk for obesity and obesity-related diseases and friendship connections.

**Community Partnerships:** In addition to the community-based running program, Sanford Bismarck in 2015 partnered with Missouri Valley YMCA and Mandan Parks and Recreation to begin work on a Family Wellness Center. The facility will provide much-needed access to children's activities to continue the community's goal of reducing pediatric obesity.

**fit Kids and Medscape:** These electronic education offerings were not launched; resources were instead directed to the Family Wellness Center to impact both adults and children.

**Provider Education:** A Sanford obesity symposium held in 2014 and 2015 provided education for medical providers and community leaders. More than 400 health care professionals from the region and beyond registered for the 2014 and the 2015 symposiums. The symposium is designed to enhance the knowledge and competence of participants by providing the latest research associated with the prevention, treatment and management of obesity. The target audience includes primary care physicians, pediatricians and specialty care providers, advanced practice providers, licensed registered dietitians, nurses and other interested health care professionals.

The symposium is an opportunity to provide prevention and treatment practice guidelines for the adult and pediatric population. The planning committee includes several published providers who are sought after nationally and internationally for their expertise.

Sanford is taking a comprehensive and multi-faceted approach to obesity prevention and treatment. The impact is demonstrated through the lives of our community members who have had positive outcomes because of our programs and services.



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