

EVALUATION OF PAST ACTIVITIES

Community Benefit

Over the past three years, Riverwood Healthcare Center has invested in improving the health of our community's most vulnerable populations. Our commitment to this goal is reflected in:

- Over \$815 million in community benefit, excluding uncompensated Medicare.
- More than \$575 million in charity care and other financial assistance programs.

Our work also reflects a focus on community health improvement, as described below.

Addressing Significant Health Needs

Riverwood Healthcare conducted its last CHNA in 2019 and reviewed the health priorities identified through that assessment. Taking into account the top-identified needs — as well as hospital resources and overall alignment with the hospital's mission, goals and strategic priorities — it was determined at that time that Riverwood Healthcare Center would focus on developing and/or supporting strategies and initiatives to improve:

- Mental Health
- Substance Abuse
- Access to Healthcare Services
- Nutrition, Physical Activity & Weight
- Diabetes

Strategies for addressing these needs were outlined in Riverwood Healthcare Center's Implementation Strategy. Pursuant to IRS requirements, the following sections provide an evaluation of the impact of the actions taken by Riverwood Healthcare Center to address these significant health needs in our community.

This section is not required, but is a good way to more fully describe your hospital's community benefit investment.



Evaluation of Impact

Priority Area: Mental Health	
Community Health Need	This strategy will focus on residents of Aitkin County and Garrison/Mille Lacs Lake area.
Goal(s)	<ul style="list-style-type: none"> Maintain existing mental health and behavioral health services while exploring the feasibility of expanding services.

Strategy 1: Maintain Health Care Home certification in Riverwood's three primary care clinics.	
Strategy Was Implemented?	Yes
Target Population(s)	Residents of Aitkin County, Garrison, and Mille Lacs Lake areas
Partnering Organization(s)	<ul style="list-style-type: none"> City & County Law Enforcement Aitkin County Health & Human Services Regional Mental Health agencies
Results/Impact	<ul style="list-style-type: none"> Riverwood has maintained its Health Care Home certification through the Minnesota Department of Health (MDH) and continues to utilize an integrated team-based approach to care. Registered Nurse (RN) Care Managers support care coordination needs and connecting patients with appropriate community resources. In 2020, Riverwood expanded its behavioral health services by adding two Licensed Independent Social Workers (LISW). In addition, Riverwood opened a freestanding behavioral health clinic in Aitkin to enhance our care delivery model and prepare for ongoing growth.

Strategy #2: Offer evidence-based Living Well with Chronic Conditions (LWCC) program to residents.	
Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County, Garrison and Mille Lacs Lake areas
Partnering Organization(s)	Internal: Clinical Assistants (LPN, CMA's) External: Arrowhead Agency on Aging
Results/Impact	<ul style="list-style-type: none"> Riverwood sent a Licensed Practical Nurse (LPN) and a Certified Medical Assistant to be trained by an evidence-based program called Living Well with Chronic Conditions. Both Riverwood team members, LPN and CMA, conducted classes at Riverwood prior to the COVID pandemic: <ol style="list-style-type: none"> "Living Well with Chronic Conditions" Sept. 12, 19 & 26, Oct. 3, 10 & 17, 2019 "Living Well with Chronic Pain", Jan. 9, 16 & 23, Feb. 6, 13 & 20, 2020



Strategy #3: Expand role of Mental Health RN through Behavioral Health Integration.

Strategy Was Implemented?	Yes
Target Population(s) all community members.	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: Riverwood team members External:
Results/Impact	<ul style="list-style-type: none"> • Riverwood has a registered nurse (RN) who works collaboratively with patients on Behavioral Health Integration (BHI) needs. • The RN care manager will support education, coordination of care, and proper alignment with community resources.

Strategy #4: Utilize Minnesota Community Measures (MNCM) as a trusted data source to access change in depression screening and remission.

Strategy Was Implemented?	Align clinic workflow with MNCM requirements
Target Population(s) patients	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: Riverwood team members External: Communication to MNCM contacts
Results/Impact	<ul style="list-style-type: none"> • Mental health awareness continues to be a high priority for Riverwood and the communities we serve. • Riverwood utilizes screening tools, such as the Patient Health Questionnaire-9 (PHQ-9) to screen for depression. • Depression screening is a measure monitored by MNCM. Since 2019, PHQ-9 utilization for adolescents increased from 66.4% to 82.3% in 2021.

Strategy #5: Explore opportunity to form a community-wide task force to increase mental health awareness.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: Behavioral Health RN External: Public health, family members, anyone who may provide services for mental health and community members
Results/Impact	<ul style="list-style-type: none"> • Riverwood’s Behavioral Health team participates in the community CAPS (Committee for the Awareness and Prevention of Suicide) and LAC (Local Advisory Council) programs to improve local mental health services, awareness, improve statewide policy, and collaboration within our communities.



Priority Area: Substance Abuse

Community Health Need	This strategy will focus on residents of the Aitkin County and the Garrison/Mille Lacs Lake areas.
Goal(s)	<ul style="list-style-type: none"> To help inform and educate community members about substance abuse prevention and treatment

Strategy #1: Maintain a multidisciplinary controlled substance care team that provides oversight to all clinic locations.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: Multidisciplinary teams from Riverwood External: Aitkin County Public Health, City and Aitkin County Law Enforcement, Minnesota Department of Health, Area Schools
Results/Impact	<ul style="list-style-type: none"> Riverwood has maintained the controlled substance care team with providers oversight at all clinic locations. The multidisciplinary team consists of physicians, registered nurses, and advanced practiced practitioners. The integrated team will review best practice treatment standards and implement strategies, such as Medication-Assisted Treatment (MAT), to reduce and help control opioid addiction.

Strategy #2: Collaborate with local and regional health systems on best practices to reduce opioid abuse, prevention, and ongoing education.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: Multidisciplinary teams from Riverwood External: Aitkin County Public Health, City and Aitkin County Law Enforcement, Minnesota Department of Health, Area Schools
Results/Impact	<ul style="list-style-type: none"> Since 2019, Riverwood has been an active participant in the Extension for Community Healthcare Outcomes (ECHO) program hosted by CHI St. Gabriel's Health. Weekly virtual teleconferences include presentations on a variety of opioid and controlled substance topics such as community collaboration and prescribing practices. Riverwood hosts a recurring Community Task Force meeting to further engage the ability to reduce the risks of opioid use, prevention, and ongoing education within the communities we serve. The Community Task Force consists of members of Riverwood's medical staff, pharmacy, emergency department, nursing, and key community stakeholders including, but not limited to, law enforcement, school superintendents, local mental health professional, and Aitkin Public Health.



Strategy #3: Utilize data analytics to monitor progress with opioid use reduction.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: Multidisciplinary teams from Riverwood External: Aitkin County Public Health, City and Aitkin County Law Enforcement, Minnesota Department of Health, Area Schools.
Results/Impact	<ul style="list-style-type: none"> Riverwood has been monitoring Milligram Morphine Equivalents (MMEs) as one of the key indicators to assess progress with opioid use. Since 2019, opioid prescriptions have decreased over 40% through safe and effective treatment modalities.

Strategy #4: Maintain the role of the Opioid RN Care Coordinator to facilitate care.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille lacs Lake areas
Partnering Organization(s)	Internal: Riverwood External: Aitkin County Opioid Taskforce
Results/Impact	<ul style="list-style-type: none"> Riverwood has maintained its Registered Nurse (RN) Coordinator position to help patients with treatment for substance abuse related to opiates or narcotics. The RN works collaboratively with the patient and medical staff to develop an individualized care plan, while also provides coordination of care for patients enrolled in Medication Assisted Therapy (MAT).

Strategy #5: Offer on-site tobacco cessation support and partner with community stakeholders to provider education on growing trends with electronic nicotine delivery systems (i.e. e-cigs, vaporizers).

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and the Garrison and Mille Lacs Lake areas
Partnering Organization(s)	Internal: Riverwood External: Aitkin County Public Health and Aitkin, Hill City & McGregor schools
Results/Impact	<ul style="list-style-type: none"> Riverwood partners with community organizations to enhance awareness around tobacco use and growing trend with electronic nicotine delivery systems. Internally, Riverwood aligns education to clinical staff and providers to support patient care and lifestyle changes. In 2019, two registered nurses became certified tobacco treatment specialists and tools, such as carbon monoxide monitors, can be used to support cessation efforts.



Priority Area: Access to Healthcare Services

Community Health Need	Access to healthcare for the communities of Aitkin County and Garrison and Mille Lacs Lake areas
Goal(s)	<ul style="list-style-type: none"> To support enhanced access to primary care services

Strategy #1: Grow primary care through the recruitment of physicians and advanced practice practitioners.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: External:
Results/Impact	<ul style="list-style-type: none"> In 2020, Riverwood welcomed Dr. Blankers, MD, a family practice physician, as well as Amy Thesing, FNP-BC, and Tammy Berg, PA-C, to our Same Day Clinic in Aitkin. Riverwood employs a full-time physician recruiter and maintains a proactive strategy to retain and recruit providers.



Strategy #2: Develop and implement a strategy to increase access within primary care and specialty care.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: External:
Results/Impact	<ul style="list-style-type: none"> • In 2020, Riverwood transitioned its Urgent Care clinic to a Same Day Clinic model. Same Day Clinic is staffed with two advance practice practitioners, which includes both walk-in and same day appointment availability. This model increases ease of access and ensures timely care is achieved. • In 2020, Riverwood opened a freestanding behavioral health clinic in Aitkin to enhance our care delivery model and prepare for ongoing growth. Riverwood expanded its behavioral health services by adding two Licensed Independent Social Workers (LICSW) to support therapy needs. Liz Thompson, PMHNP, FNP-BC, a psychiatric nurse practitioner also joined Riverwood in 2020. • The Riverwood Aitkin Pharmacy, located at Paulbeck’s County Market, also opened in 2020 offering full retail services and a drive-up window for ease of access. Additional services offered through the Riverwood Aitkin Pharmacy include free mail-out services for prescription medications, free delivery of prescription medications in the Aitkin area, medication packaging, and medication therapy management. • In 2021, Riverwood expanded its comprehensive specialty care by adding Urology and Neck, Back & Spine Care service lines. • Riverwood achieved additional growth by adding new providers to the existing service lines: Behavioral Health, Orthopaedics, General Surgery, OB/GYN, Oncology, Primary Care, Same Day Clinic, and Nutrition Services. • Riverwood maintains strong relationships with external partners to enhance access to specialty care. Riverwood formed a partnership with CentraCare to open a dialysis clinic located at our hospital in Aitkin. This has significantly reduced barriers to care for our patients. In 2022, ownership of this kidney dialysis center transitioned from CentraCare Health to Fresenius Medical Care. • To further enhance access, Virtual Video Visits are now offered throughout all clinic locations.

Priority Area: Nutrition, Physical Activity & Weight	
Community Health Need	This strategy will focus on residents of the Aitkin County and the Garrison/Mille Lacs Lake areas.
Goal(s)	<ul style="list-style-type: none"> • To improve the health of community residents by encouraging health eating, physical activity, and weight management



Strategy #1: Expand care management services to support patients on their health and wellness goals.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille Lacs Lake Area
Partnering Organization(s)	Internal: Multidisciplinary teams from Riverwood External: Community Education programs through Aitkin and McGregor Schools
Results/Impact	<ul style="list-style-type: none"> • Riverwood’s care management team is trained in motivational interviewing and clinical health coaching. • Our team develops individualized care plans that align with patient needs and interests to improve their health and well-being. • Registered Dieticians provide support with weight management and specialized nutrition management through Intensive Behavioral Therapy (IBT) and Medical Nutrition Therapy (MNT) services.

Strategy #2: Explore partnerships with community stakeholders around the feasibility of a community wellness center in Aitkin, MN.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: Multidisciplinary teams from Riverwood External: Community education programs through Aitkin and McGregor Schools
Results/Impact	<ul style="list-style-type: none"> • Due to COVID, this was a challenge to address and make substantial change. • Riverwood will continue to seek opportunities to enhance community resources and build strategic partnerships with community stakeholders.

Strategy #3: Continue to promote wellness through community engagement.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: Multidisciplinary teams from Riverwood External: Community Education programs through Aitkin and McGregor Schools
Results/Impact	<ul style="list-style-type: none"> • Riverwood participated in these wellness-related events: Aitkin Commerce Show (March 2019), Hill City Health Fair (March 2019), Aitkin County Fair (July 2019 & July 2021), Relay for Life (cancer event/July 2019), McGregor 5K walk (2019), McGregor Wellness Fair (Sept 25, 2019). • Riverwood sponsored these community health seminars over the past 3 years: Knee & Shoulder Pain Solutions (Feb 20, 2019), Elbow Pain Solutions (April 8, 2019), Hip & Knee Pain Solutions (Oct 16, 2019), Hernia Repair (Nov 6, 2019); and these virtual webinars: Hernia Repair (June 16, 2020 & Nov 30, 2020), Exercises for Running (July 1, 2020), and Solutions for Reflux & Heartburn (Nov 16, 2021). • During 2020-21, the Covid pandemic interfered with Riverwood’s ability to offer in-person seminars and annual community wellness events were cancelled. • Riverwood improved its website in 2020 with the addition a health and wellness library of video resources.



Priority Area: To help prevent diabetes and support patients with diabetes to better manage their health and well-being.

Community Health Need	Access to healthcare for the communities of Aitkin County and Garrison/Mille Lacs areas
Goal(s)	<ul style="list-style-type: none"> To support enhanced access to primary care services

Strategy #1: Maintain recognition from the American Diabetes Association (ADA).

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille lacs Lake areas
Partnering Organization(s)	Internal: Multidisciplinary teams from Riverwood External: Aitkin County Public Health and local school districts
Results/Impact	<ul style="list-style-type: none"> Riverwood has maintained ADA (American Diabetes Association) status to support evidence-based interventions and education for our patients. Riverwood has continued its diabetes self-management program, which is available at Aitkin, Garrison, and McGregor clinics.

Strategy #2: Optimize electronic health record and population health strategies.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and the Garrison and Mille lacs Lake Area
Partnering Organization(s)	Internal: Multidisciplinary teams from Riverwood External: Aitkin County Public Health and local school districts
Results/Impact	<ul style="list-style-type: none"> Riverwood utilizes a team-based approach to care, which includes appropriate community resources that support prevention, health, and well-being of the patients we serve. Riverwood's electronic medical record system (EPIC) supports a proactive approach to care. With patient registries, Riverwood can monitor patients who may be overdue for preventive care and/or follow-up care for their chronic conditions. Care teams will outreach these patients to keep them informed and provide awareness around health maintenance topics. EPIC also enhances communication between hospitals and medical groups by utilizing the "Care Everywhere" feature which imports external health records. Riverwood will optimize additional features such as "Healthy Planet" and tools embedded in the system to screen and track social determinants of health.



Strategy #3: Utilize Minnesota Community Measures (MNCM) as a trusted data source to assess change in Optimal Diabetes Control.

Strategy Was Implemented?	Yes
Target Population(s)	Aitkin County and Garrison/Mille Lacs Lake areas
Partnering Organization(s)	Internal: Multidisciplinary teams from Riverwood External: Aitkin County Public Health and local school districts
Results/Impact	<ul style="list-style-type: none"> • Riverwood is an active participant in Minnesota Community Measures (MNCM), which provides data on the quality and total cost of care for health systems and medical groups. • Riverwood’s commitment to improving the health and well-being of the patients is reflective in this publicly reported data. Riverwood’s optimal diabetes care score improved from 40.1% (2019) to 47.1% (2021). Riverwood’s optimal diabetes care score is now +4% higher than the statewide average of 43%.

