



NORTHSTARSM
health system

**COMMUNITY NEEDS
ASSESSMENT 2013**

EXECUTIVE SUMMARY

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❖ EXECUTIVE SUMMARY

The 2010 Affordable Care Act requires that all 501(c)(3) hospitals conduct a Community Needs Assessment. The overarching view of the community assessment must be health needs from the perspective of the community, not the perspective of the health providers within the community. Community orientation is critical in this process and collaboration of efforts with other community partners to avoid duplication of efforts provides for a fiscally responsible method and valuable relationship-building process.

Every three years, NORTHSTAR Health System, in conjunction with other organizations and resources within the community, conducts a comprehensive health needs assessment. The purpose of this study is to help identify crucial health care issues affecting residents in Iron County and the surrounding communities. By using the data gathered in the Community Needs Assessment, NORTHSTAR Health System can then target services and educational programs that can help improve the health of those communities. Of note: Iron County currently is 39/82 for county health ranking and, by 2018, it is projected that Michigan will spend \$12.5 billion on healthcare related costs.

NORTHSTAR Health System has a long-standing history of working collaboratively with other health organizations to assess and address community needs. The Community Needs Assessment is a vital tool that has helped NORTHSTAR Health System determine cohorts of the population who are most at risk for various diseases. This data is then used to provide care and services through community outreach programs, preventive care measures, and education. The purpose of the report is to inform the hospital community about the health status of county residents; to identify gaps in services; and to assist in developing programs that target appropriate population sub-groups and health conditions. In keeping with NORTHSTAR Health System's mission, commitment to community and collaborative efforts to work with other community organizations; a Community Needs Assessment was conducted in May, 2013.

❖ COMMUNITY SERVED

Patient services occur through an organized and systematic process designed to ensure the delivery of safe, effective, and timely care and treatment that promotes respect and caring. The provision of patient care delivery requires specialized knowledge, judgment, and skill derived from the principles of the biological, physical, behavioral, psychosocial and medical sciences. Patient services are planned, coordinated, provided, delegated, and supervised by professional health care providers who recognize the unique physical, emotional, and spiritual (mind, body, and spirit) needs of each person. Patient care encompasses the recognition of disease and health, patient education and advocacy. At NORTHSTAR, the medical staff, nursing staff, and allied health care professionals function collaboratively as part of a multidisciplinary team to achieve positive patient outcomes.

Communities served by NORTHSTAR Health System include residents of Iron County and some outlying areas. These include zip codes of 49935, 49920, 49915, 49964, 49927, 49902, and 49903.

❖ COMMUNITY DEMOGRAPHICS

<p>The population in Iron County is estimated to change from 11,817 to 11,765, resulting in a decline of 0.4% between 2010 and the current year, 2013. Over the next five years, the population is projected to decline by 0.8%.</p>
<p>The population in the United States is estimated to change from 308,745,538 to 314,861,807, resulting in a growth of 2.0% between 2010 and the current year. Over the next five years, the population is projected to grow by 3.3%.</p>
<p>The 2013 uninsured population in Iron County is 1,415 and 1,193,021 for the State of Michigan.</p>
<p>The current year median age in Iron County is 52.4, while the average age is 48.3. Five years from now, the median age is projected to be 54.9.</p>
<p>The current year median age for the United States is 37.5, while the average age is 38.3. Five years from now, the median age is projected to be 38.3.</p>
<p>Of Iron County's 2013 estimated population: 97.1% are White Alone, 0.1% are Black or African Am. Alone, 0.9% are Am. Indian and Alaska Nat. Alone, 0.3% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 0.2% are Some Other Race, and 1.4% are Two or More Races.</p>
<p>Of the United States' 2013 estimated population: 71.5% are White Alone, 12.7% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 5.0% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.6% are Some Other Race, and 3.1% are Two or More Races.</p>
<p>Iron County's 2013 estimated Hispanic or Latino population is 1.5%, while the United States' 2013 estimated Hispanic or Latino population is 17.3%.</p>
<p>The number of households in Iron County is estimated to change from 5,577 to 5,617, resulting in an increase of 0.7% between 2010 and the current year, 2013. Over the next five years, the number of households is projected to increase by 0.4%.</p>
<p>The number of households in the United States is estimated to change from 116,716,292 to 119,206,509, resulting in an increase of 2.1% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 3.5%.</p>
<p>The average household income is estimated to be \$42,701 for the current year, while the average household income for the United States is estimated to be \$69,637 for the same time frame.</p>
<p>The average household income in Iron County is projected to change over the next five years, from \$42,701 to \$43,106.</p>
<p>The average household income in the United States is projected to change over the next five years, from \$69,637 to \$71,917.</p>
<p>In Iron County, 92.4% of the labor force is estimated to be employed for the current year, 2013. The employment status of the population age 16 and over is as follows: 0.1% are in the Armed Forces, 46.4% are employed civilians, 3.8% are unemployed civilians, and 49.7% are not in the labor force.</p>
<p>For the United States, 90.1% of the labor force is estimated to be employed for the current year. The employment status of the population age 16 and over is as follows: 0.5% are in the Armed Forces, 57.9% are employed civilians, 6.4% are unemployed civilians, and 35.3% are not in the labor force.</p>
<p>The occupational classifications in Iron County are as follows: 27.2% hold blue collar occupations, 45.9% hold white collar occupations, and 27.0% are occupied as service & farm workers.</p>
<p>The occupational classifications for the United States are as follows: 20.6% hold blue collar occupations, 60.8% hold white collar occupations, and 18.6% are occupied as service & farm workers.</p>
<p>For the civilian employed population age 16 and over in Iron County, it is estimated that they are employed in the following occupational categories: 1.6% are in Architecture and Engineering, 1.3% are in Arts, Entertainment and Sports, 2.5% are in Business and Financial Operations, 0.5% are in Computers and Mathematics, 3.4% are in Education, Training and Libraries, 5.4% are Healthcare Practitioners and Technicians, 5.2% are in Healthcare Support, 0.6% are in Life, Physical and Social Sciences, 6.4% are in Management, 13.4% are in Office and Administrative Support.</p>

1.8% are in Community and Social Services, 6.5% are in Food Preparation and Serving, 0.8% are in Legal Services, 2.7% are in Protective Services, 8.2% are in Sales and Related Services, 5.1% are in Personal Care Services.

5.8% are in Building and Grounds Maintenance, 7.1% are in Construction and Extraction, 1.7% are in Farming, Fishing and Forestry, 3.6% are in Maintenance and Repair, 8.9% are in Production, 7.6% are in Transportation and Moving.

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories: 1.8% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.7% are in Business and Financial Operations, 2.5% are in Computers and Mathematics, 6.1% are in Education, Training and Libraries, 5.4% are Healthcare Practitioners and Technicians, 2.5% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.7% are in Management, 14.0% are in Office and Administrative Support.

1.7% are in Community and Social Services, 5.6% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.1% are in Sales and Related Services, 3.5% are in Personal Care Services.

4.0% are in Building and Grounds Maintenance, 5.3% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.3% are in Maintenance and Repair, 6.0% are in Production, 6.0% are in Transportation and Moving.

Currently, it is estimated that 3.7% of the population age 25 and over in Iron County had earned a Master's Degree, 1.2% had earned a Professional School Degree, 0.4% had earned a Doctorate Degree and 9.7% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.3% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.2% had earned a Doctorate Degree and 17.7% had earned a Bachelor's Degree.

Most of the dwellings in Iron County (81.8%) are estimated to be Owner-Occupied for the current year, 2013. For the entire country the majority of the housing units are Owner-Occupied (65.0%).

The majority of dwellings in Iron County (86.5%) are estimated to be structures of 1 Unit Detached for the current year. The majority of dwellings in the United States (61.5%) are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in Iron County (34.6%) are estimated to have been Housing Unit Built 1939 or Earlier for the current year.

The majority of housing units in the United States (16.1%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

❖ RESPONDING RESOURCES

An inventory of health resources in the community were included in the survey process as well as the evaluation and strategic planning of program implementation where service gaps and needs were identified. The following is a list of local area resources and collaborating agencies:

ORGANIZATION	LOCATION	SERVICES
Alpha Senior Center	415 Main St Alpha, MI 49902	Senior Services
Amasa Senior Center	110 W Pine St Amasa, MI 49903	Senior Services
City of Caspian	500 W. Railroad St. PO Box 273 Caspian, MI 49915	City
City of Crystal Falls	401 Superior Avenue Crystal Falls, MI 49915	City
City of Gaastra	4 Valley, PO Box 218 Gaastra, MI 49927	City
City of Iron River	106 W. Genesee Iron River, MI 49935	City
Crystal Falls Senior Center	601 Marquette Ave Crystal Falls, MI 49920	Senior Services
Department of Human Services	337 Brady Ave, PO Box 250 Caspian, MI 49915	Healthcare/Community Service
Dickinson County Healthcare	1721 S. Stephenson Avenue Iron Mountain, MI 49801	Healthcare
Dickinson-Iron Community Service Agency	800 4th Avenue Iron River, MI 49935	Healthcare/Community Service
Dickinson-Iron Health Department	601 Washington Iron River, MI 49935	Education/Community Service
Dickinson-Iron Intermediate School District	1074 Pyle Drive Iron Mountain, MI 49802	Education
Economic Development Corporation.	2 South Sixth Street Crystal Falls, MI 49920801	Economic Development
Forest Park Public Schools	801 Forest Parkway Crystal Falls, MI 49920	Education
Great Lakes Recovery Centers, Inc	427 S. Stephenson Avenue Iron River, MI 49935	Healthcare/Substance Abuse

Great Start Collaborative	1074 Pyle Drive Iron Mountain, MI 49802	Family Services
Iron County Medical Care Facility	1523 US Hwy 2 Crystal Falls, MI 49920	Senior Services
Iron County Prosecuting Attorney	2 South 6 th Street Crystal Falls, MI 49920	Law Enforcement
Iron County Sheriff Department	2 South 6 th Street Crystal Falls, MI 49920	Law Enforcement
Iron River Care Center	330 Lincoln Avenue Iron River, MI 49935	Senior Services
Iron River Senior Center	800 N 4th Ave Iron River, MI 49935	Senior Services
Kiwanis Club of Iron County	PO Box 426 Iron River, MI 49935	Community Services
Lions Club of Crystal Falls	PO Box 177 Crystal Falls, MI 49920	Community Services
Northpointe Behavioral Healthcare System	703 2nd Avenue Iron River, MI 49935	Healthcare/Substance Abuse
Office of Veterans Affairs	800 Crystal Lake Blvd, Suite 100 Iron Mountain, MI 49801	Veterans Services
Samaritan Counseling Centers	117 W. Genesee St, Ste 9 Iron River, MI 49935	Healthcare/Substance Abuse
West Iron County Public Schools	601 Garfield Avenue Iron River, MI 49935	Education

❖ GATHERING DATA

Data collection provided the foundation to understanding the needs of the community and determining how priorities would be set. Primary data was gathered through a community online survey made available to Iron and Dickinson County community members. The survey was conducted in cooperation with NORTHSTAR Health System, Department of Human Services, Dickinson County Healthcare System, Dickinson Iron Community Service Agency, Dickinson Iron District Health Department, Great Lakes Recovery Centers, Inc., Great Start Collaborative, Kiwanis/Rotary, West Iron County Public Schools, Forest Park Public Schools, Medical Care Access Coalition, Michigan State University Extension, Northpointe Behavioral Healthcare System, and the Office of Veteran Affairs.

A secondary source of data collection included a series of focus group meetings led by NORTHSTAR's Director of Community Services. The groups ranged in size from 8 to 12 people and key individuals in the community were identified to participate to assure that appropriate constituencies were represented.

Ethnicities, race and other diversity factors were included in the selection of these focus groups. These focus groups had a facilitator assigned who was skilled at creating and maintaining an environment where every participant's voice was heard and where a single individual or topic did not dominate.

Secondary data, statistics available for the assessment available from other community sources, were used. This data came from both state and local agencies as well as other organizations. These included census and demographic data, health incident data, and market assessments.

❖ HEALTH NEEDS OF THE COMMUNITY

The purpose of the Community Needs Assessment was to report to the community about the health status and concerns of county residents and to identify gaps in services and to assist in education and developing programs to bridge those gaps. As a result of the survey process, several areas of concern were identified and will be followed with strategic initiatives to provide education or services to meet those identified needs.

NORTHSTAR Health System has a long tradition of caring for those in need, regardless of their ability to pay, healing the sick, and serving as stewards of the communities. In the past decade, NORTHSTAR's role has expanded; no longer simply treating illness, but also seeking to improve and maintain the overall health of patients and community residents. The heart of NORTHSTAR Health System's mission is to serve our communities by improving health. The Vision Statement of NORTHSTAR Health System is *"The People We Serve Will Be Among the Healthiest In The Nation."*

❖ HEALTH NEEDS IDENTIFIED

Once the survey was completed, the assessment team evaluated the priority items identified, took an inventory of available resources, assessed the overall adequacy of the services, the integration of these services into the community, and the needed improvements or gaps in care. Some of the items identified on the survey which fell below the 15 percentile were not followed up with a strategic initiative by NORTHSTAR Health System. Most of these items (child abuse/neglect, domestic violence, firearm related injuries, motor vehicle crash/injury, rape/sexual assault) were designated for more appropriate follow up with local law enforcement agencies and/or family service agencies. The following concerns were flagged as priorities for follow-up strategic planning:

SUBSTANCE/ALCOHOL ABUSE

In the past decade, substance abuse has been repeatedly identified as a community health priority. Alcohol and other drug abuse, including the abuse of prescription drugs, and smoking have consistently ranked at the top of identified community health concerns. This abuse has a significant social and economic impact on the residents of Iron County. It has been estimated that this abuse has a tremendous economic impact in lowered productivity, health care and criminal justice systems costs, injury and premature death.

OBESITY/CHILDHOOD OBESITY

Overweight and obesity are defined as abnormal or excessive fat accumulation that may impair health. More than one-third of U.S. adults and 16% of U.S. children are obese. Since 1980, obesity rates for adults have doubled and rates for children have tripled. Michigan ranks 5th for obesity in the nation with a 31.3% adult obesity rate. 70% of Iron County elementary school children qualify for free or reduced lunch – the national indicator for economically disadvantaged. Research has shown that as weight increases to reach levels of overweight and obesity, the risks for coronary heart disease, type 2 diabetes, cancer, hypertension, cholesterol, stroke, liver and gallbladder disease, sleep apnea and respiratory problems, osteoarthritis and infertility also increases. The survey identified that change initiatives to make healthy choices in nutrition and physical activity will likely prove effective in combating obesity.

MENTAL HEALTH

Mental health has been defined as a state of “successful performance of mental function resulting in productive activities, fulfilling relationships with other people, and the ability to adapt to change and cope with adversity.” Mental disorders are characterized by “alterations in thinking, mood, or behavior associated with distress and/or impaired functioning.” Mental disorders are the leading cause of disability in the U.S. Mental health and mental illness can both cause and be influenced by positive or negative social determinants of health, which include income, housing, stress, early childhood experiences, social exclusion, occupation, education level, social support and lack of access to resources. Recent studies suggest that primary care settings provide a unique opportunity for early detection and treatment of common mental disorders by identifying early warning signs and mitigating risk factors.

CANCER

Cancer is a large group of diseases in which abnormal cells divide uncontrollably. Every year cancer kills half a million Americans. Cancer is the second leading cause of death in the U.S., exceeded only by heart disease. While identified on the survey, the number of new cancer cases can be reduced, and many cancer deaths can be prevented. A person’s cancer risk can be reduced by receiving regular medical care, avoiding tobacco, limiting alcohol use, avoiding excessive exposure to ultraviolet rays, eating a diet rich in fruits and vegetables, maintaining a healthy weight, and being physically active. Adequate access to cancer screening and the availability of high-quality treatment among poor and underserved populations are critical to reducing the burden of cancer.

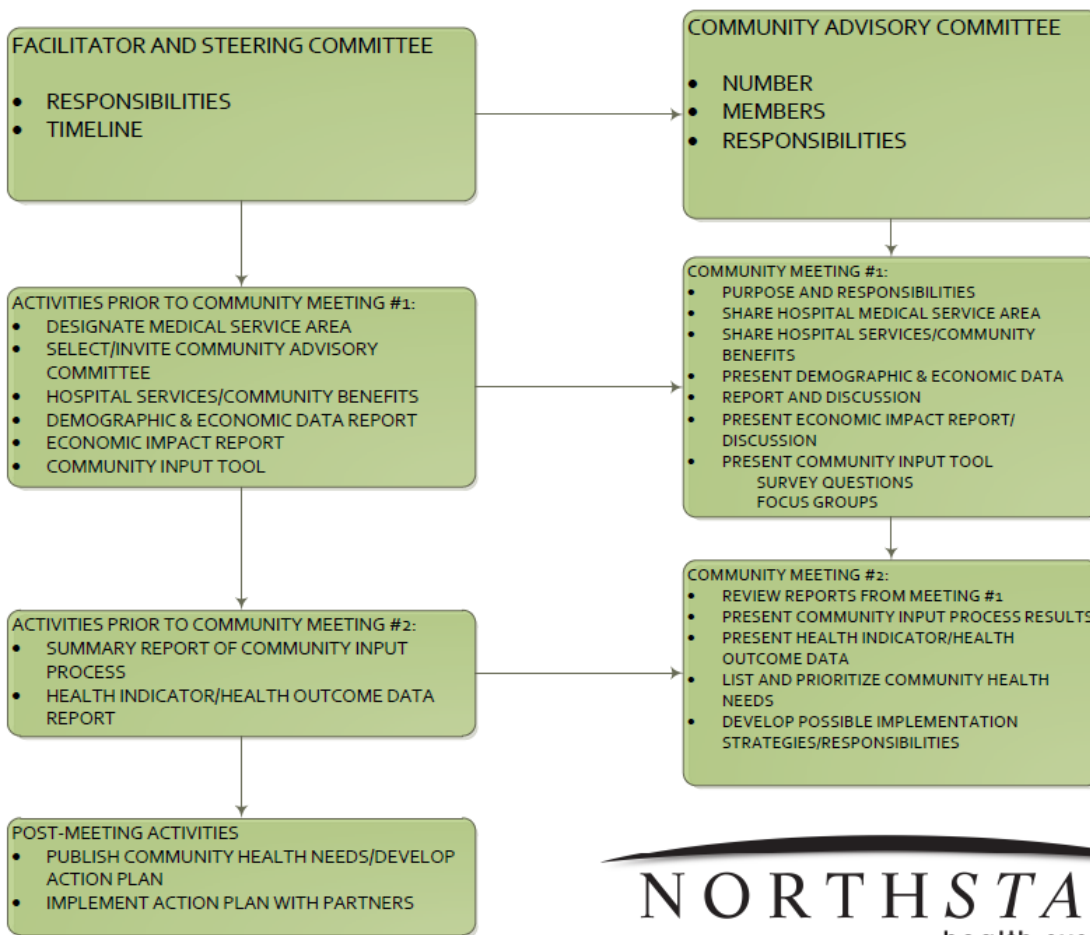
FOOD AND NUTRITION

Fruits and vegetables – as part of a healthy diet – are important for optimal child growth, weight management, and chronic disease prevention. Numerous studies have shown that diets rich in fruits and vegetables are associated with reduced risk of several chronic diseases including heart disease, stroke, some cancers, diabetes and osteoporosis. There is a large gap between recommended dietary patterns and actual consumption by persons of all ages. Fast food contributes to adverse health consequences like obesity. Research has shown that people make food choices based not only on personal preference but environmental factors such as food access, availability and affordability. Studies have shown that among poor and underserved populations, the consumption of fast food outweighs healthy nutritional choices by a sizable margin.

❖ COMMUNITY FEEDBACK

Following analysis and interpretation of community feedback, a task force was established to develop an implementation strategy.

COMMUNITY NEEDS ASSESSMENT STRATEGIC PLANNING



❖ COMMUNITY TASK FORCE

The Community Needs Assessment Task Force consisted of individuals representing the community served by the hospital facility. Once the team gathered and analyzed the primary and secondary data from a variety of sources and shared it with the community, the group determined the priority needs of the community. This prioritization included the number of people impacted by the problem, the severity of the problem, historical trends, alignment of the problem with NORTHSTAR Health System's organizational strengths and priorities, the impact of the problem on vulnerable populations, and existing resources to address the problem. The Community Needs Assessment Task Force included the following members:

Connie Koutouzos, President/CEO	NORTHSTAR HEALTH SYSTEM
Glenn Dobson, VP of Finance/CFO	NORTHSTAR HEALTH SYSTEM
Betsy Stegbauer, Director of Ambulatory Services	NORTHSTAR HEALTH SYSTEM
Nancy Ponozzo, Director of Clinical Services	NORTHSTAR HEALTH SYSTEM
Robin Matchett, Director of Professional Practice	NORTHSTAR HEALTH SYSTEM
Carol Bastianello, Director of Human Resources	NORTHSTAR HEALTH SYSTEM
Peg James, Foundation Director/Community Relations	NORTHSTAR HEALTH SYSTEM
Deb Han, Director of Quality/Risk	NORTHSTAR HEALTH SYSTEM
Faye Atanasoff, Manager Home Health & Hospice	NORTHSTAR HEALTH SYSTEM
Dr. Ray Koivunen, VP of Medical Affairs	NORTHSTAR HEALTH SYSTEM
Joyce Ziegler, Director	Dickinson-Iron Health Department
Becky Waters, Superintendent	Forest Park Public Schools
Denise Maloney, Wellness Coordinator	West Iron County Public Schools
Greg Takala, Director	NorthPoint Behavioral Healthcare System
Chester Pintarelli, Director	Iron County Medical Care Facility

❖ IMPLEMENTATION STRATEGY

Following analysis and interpretation of community feedback, a Community Assessment Task Force Committee was established to develop an implementation strategy. Following is a list of identified priority strategic initiatives, services to be delivered, outcomes to be achieved and accountabilities/collaborating partners:

IDENTIFIED PRIORITY STRATEGIC ISSUE	SERVICES TO BE DELIVERED	OUTCOMES TO BE ACHIEVED	ACCOUNTABILITIES / COLLABORATING PARTNERS
SUBSTANCE / ALCOHOL ABUSE			
Abuse of Prescription Pain Medications	Adoption of a “Pain Protocol” document and standard of practice available to the public, in all ambulatory and acute care settings Collaboration with local area pharmacies to utilize the MAPS program for prescription overlap and abuse	Prevention of Schedule I pain medication abuse as a result of public awareness and community-wide safeguards and protocols	Marquette General Hospital ED – Contracted ED coverage team. Snyder’s Pharmacy Corner Drug TDS Pharmacy All NORTHSTAR Clinics
Mock Disaster	Teen education through mock car accident to teach and visualize the dangers of teen alcoholism/drinking/driving	Reduction in incidences of teenage drinking	NORTHSTAR Health System Michigan State Police Iron County Sheriff Department Local city police and fire departments
Tobacco Abuse	Smoking Cessation information is provided to all smokers upon admission for treatment	Reduction in rate of smoking community residents Reduction in insurance costs	NORTHSTAR Health System and all NORTHSTAR clinics.
Addictions – Drug and Alcohol	Education: Total Woman Lecture Series – Addictions, Drug and Alcohol	Increased awareness and reduction of incidences of drug and alcohol abuse	Total Woman Committee NORTHSTAR Health System
Substance Abuse Awareness	Education: NORTHSTAR Health System Memorial Resource Library	Increased awareness through community resource digital library available at no cost to community and public	Total Woman Committee, Foundation & Volunteers NORTHSTAR Health System

IDENTIFIED PRIORITY STRATEGIC ISSUE	SERVICES TO BE DELIVERED	OUTCOMES TO BE ACHIEVED	ACCOUNTABILITIES / COLLABORATING PARTNERS
OBESITY / HEALTH AND FITNESS			
Childhood Obesity/Fitness	Fuel Up to Play 60 WIC Elementary 5K walk National Backpack Day	Obesity/Fitness awareness and reduction in obesity levels in children and increased physical activity	West Iron County Public Schools Forest Park Schools NORTHSTAR Health System
H.S. Athletic Concussion/Head Injuries Monday Morning Sports Clinic Sports Physicals	Concussion Testing Injury follow up for weekend activities Free sports physicals for all area athletics	Sports injury prevention and awareness and reduction in sports related injuries Identification of at risk athletes prior to the sports season	West Iron County Public Schools Forest Park Schools NORTHSTAR Rehab Services & Clinics
Cardiac Health	CT CACS (Coronary Artery Calcium Score) Wykons Kids For a Cause	Early detection and treatment of cardiac disease and education and awareness for cardiac linked illness and prevention	NORTHSTAR Diagnostic Services & Clinics West Iron County Public Schools
Adult Obesity	Win By Losing Weight Watchers Pumpkin Run	Sustainable weight loss by participants Program developed and classes held at NHS 10/2013	NORTHSTAR Human Resources Department & Lifestyle Team DICSA Weight Watchers
Women's Fitness	Total Woman in the Outdoor Total Woman Fitness Event	Health and fitness awareness and increased interest in physical fitness	NORTHSTAR Total Woman Committee Bewabic State Park – State of Michigan Parks and Recreation
Fall Prevention	Fall Risk presentations for community seniors and their families	Reduction of falls in seniors and other at risk community members	NORTHSTAR Rehab Services Department Crystal Falls & Iron River Senior Centers
Obesity / Health and Fitness Awareness	NORTHSTAR Health System Memorial Resource Library	Increased awareness through community resource digital library available at no cost to community and public	Total Woman Committee and Volunteers NORTHSTAR Health System

IDENTIFIED PRIORITY STRATEGIC ISSUE	SERVICES TO BE DELIVERED	OUTCOMES TO BE ACHIEVED	ACCOUNTABILITIES / COLLABORATING PARTNERS
MENTAL HEALTH			
EAP	EAP services available to all NHS employees and their families	Convenient access to services including family and individual counseling in all mental health areas	NORTHSTAR Health System NORTHSTAR EAP
Juvenile Suicide	Grief/Mental Health Counseling	Increased awareness of juvenile mental health issues and support of those issues Reduction in juvenile suicide	West Iron County Public Schools Forest Park Schools NORTHSTAR Social Services Department
Alzheimers	Alzheimer Support Group NORTHSTAR Memory Clinic	Increased awareness of Alzheimer health issues and support of those issues	NORTHSTAR Cardiac Rehab Department
Budgeting/Money Management	Total Woman Lecture Series – Financial Management	Increased awareness & counseling of financial issues and their effect on mental health	Total Woman Committee NORTHSTAR Health System
Holiday Stress	Education: Total Woman Lecture Series – Time Management / Budgeting	Increased awareness and counseling of financial and time management issues and their effect on mental health	Total Woman Committee NORTHSTAR Health System
Seasonal Mental Health	Education: Total Woman Lecture Series – Seasonal Affective Disorder	Increased awareness of SAD symptoms and how to manage those symptoms	Total Woman Committee NORTHSTAR Health System
Teenage Mental Health Issues	Education: Total Woman Event – Tweens Grief/Mental Health Counseling	Increased awareness of tween issues and use of tools to facilitate transition into teen years	Total Woman Committee NORTHSTAR Health System West Iron County Public Schools
Mental Health Awareness	NORTHSTAR Health System Memorial Resource Library	Increased awareness through community resource digital library available at no cost to community and public	Total Woman Committee NORTHSTAR Health System NORTHSTAR Health System Volunteer Services & Foundation

IDENTIFIED PRIORITY STRATEGIC ISSUE	SERVICES TO BE DELIVERED	OUTCOMES TO BE ACHIEVED	ACCOUNTABILITIES / COLLABORATING PARTNERS
CANCER			
Cancer Family Support	Cancer Support Group	Emotional and physical support for cancer survivors and family members	NORTHSTAR Outpatient Services/Oncology Department Iron County Cancer Unit
Low Income Breast Screenings	Free Mammograms for Iron County low income community members	Increased cancer awareness and early detection of breast cancer from early screening	NORTHSTAR Outpatient Services/Oncology Department NORTHSTAR Diagnostic Services Department Dickinson-Iron Health Department
Breast Health	Education: Total Woman Lecture Series – Breast Health	Increased breast health and cancer awareness leading to more early screenings	Total Woman Committee NORTHSTAR Health System Dickinson-Iron Health Department
Skin Cancer	Education: Total Woman Lecture Series Skin Cancer	Increase cancer awareness and detection of skin cancer through early screenings	Total Woman Committee NORTHSTAR Health System
Cancer Awareness	Pink Out Volleyball Event	Increase in cancer awareness and detection through early screenings	West Iron County Public Schools Forest Park Schools NORTHSTAR Health System
Cancer Awareness	NORTHSTAR Health System Memorial Resource Library	Increased awareness through community resource digital library available at no cost to community and public	Total Woman Committee NORTHSTAR Health System NORTHSTAR Health System Volunteer Services NORTHSTAR Health System Foundation

IDENTIFIED PRIORITY STRATEGIC ISSUE	SERVICES TO BE DELIVERED	OUTCOMES TO BE ACHIEVED	ACCOUNTABILITIES / COLLABORATING PARTNERS
FOOD AND NUTRITION			
Celiac Disease	<p>Daily Gluten Free options available for community in NORTHSTAR Health System Café.</p> <p>Education: Total Woman Lecture Series – Celiac Disease</p> <p>Celiac Support Group sponsored by NORTHSTAR Health System</p>	<p>Expanded gluten free options in local grocery stores.</p> <p>Increased detection and diagnosis through education and advocacy</p> <p>Additional support for illness</p>	<p>NORTHSTAR Health System Registered Dietician</p> <p>Total Woman Committee NORTHSTAR Health System</p> <p>Angeli’s Foods (Grocery)</p> <p>Family Foods (Grocery)</p>
School Garden/School Harvest	<p>School garden sponsored by West Iron County Public Schools and NORTHSTAR Health System</p>	<p>Nutrition awareness and taste testing of healthy nutritional choices</p> <p>Increased healthy food choices made by students</p>	<p>NORTHSTAR Health System</p> <p>West Iron County Public Schools</p>
Low Income Childhood Nutrition	<p>Locker Lunches</p>	<p>Provision of free weekend lunch meals for low income and at risk elementary children</p>	<p>NORTHSTAR Health System</p> <p>West Iron County Public Schools</p>
Nutrition Education	<p>NORTHSTAR Health System Memorial Resource Library</p>	<p>Increased awareness through community resource digital library available at no cost to community and public</p>	<p>Total Woman Committee NORTHSTAR Health System</p> <p>NORTHSTAR Health System Volunteer Services</p> <p>NORTHSTAR Health System Foundation</p>

❖ **BUDGET PROJECTIONS**

NORTHSTAR COMMUNITY NEEDS ASSESSMENT BUDGET		
Strategic Initiative	Service	Allocated
Substance/Alcohol Abuse	Pain Protocols/Alcohol Awareness	\$1,500
Substance/Alcohol Abuse	Mock Disaster	\$1,000
Substance/Alcohol Abuse	Smoking Cessation	\$500
Substance/Alcohol Abuse	Addictions Lecture Series	\$500
Substance/Alcohol Abuse	Resource Library (Prorated)	\$6,000
Obesity/Health and Fitness	Fuel Up to Play 60/5K Walk/Natl Backpack Day	\$5,000
Obesity/Health and Fitness	Concussion Testing/Monday Sports Clinic/Sports Physicals	\$5,000
Obesity/Health and Fitness	CT CACS/Wykons Kids for a Cause	\$500
Obesity/Health and Fitness	Win By Losing	\$400
Obesity/Health and Fitness	Fall Risk Prevention	\$400
Obesity/Health and Fitness	Total Woman in Outdoors	\$2,000
Obesity/Health and Fitness	Women's Fitness Event	\$500
Obesity/Health and Fitness	Resource Library (Prorated)	\$6,000
Mental Health	Grief Counseling	\$700
Mental Health	EAP Services	\$6,000
Mental Health	Alzheimer Support	\$1,000
Mental Health	Financial Management Lecture Series	\$500
Mental Health	Time Management Lecture Series	\$500
Mental Health	Seasonal Disorder Lecture Series	\$500
Mental Health	Tween Event	\$500
Mental Health	Resource Library (Prorated)	\$6,000
Cancer	Cancer Support Group	\$1,000
Cancer	Low Income Breast Screenings	\$800
Cancer	Breast Health Lecture Series	\$500
Cancer	Skin Cancer Lecture Series	\$500
Cancer	Pink Out Volleyball	\$300
Cancer	Resource Library (Prorated)	\$6,000
Food and Nutrition	Celiac Disease Lecture Series	\$500
Food and Nutrition	Celiac Support Group	\$500
Food and Nutrition	Locker Lunches	\$500
Food and Nutrition	School Garden	\$300
Food and Nutrition	Resource Library (Prorated)	\$6,000

(Includes both financial and in kind services)

❖ EXECUTIVE SUPPORT

The governing board of NORTHSTAR Health System states in its Corporate Bylaws that one of the purposes of executive leadership is “for the promotion of health in the community served” (Article 2.1.1) and to “provide and support programs for the health education of the community.” (Article 2.2.7)

The NORTHSTAR Health System Board of Directors, at their regular monthly meeting on November 4, 2013, reviewed the progress of the Community Health Assessment plan, approved and adopted the implementation strategy to address the community health needs identified by the Community Health Assessment and approved and adopted a budget for provision of the identified services.

The governing board of NORTHSTAR Health System remains committed to assisting in the ongoing development of programs that target appropriate population sub-groups and health conditions and to working collaboratively with other community organizations to meet the health needs of the communities served.