

Community Health Improvement

Strategic Action Plan Fiscal Year 2026 - 2028

CHI St. Joseph's Health – Park Rapids, MN

Board approved October 2025



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At-a-Glance Summary

Community Served 	CHI St. Joseph's Health serves Hubbard County, MN, including its county seat, Park Rapids, a city of 4,392 residents. The hospital also serves portions of Wadena, Cass, and Becker Counties. Hubbard County was determined to be the community health needs assessment (CHNA) service area by reviewing hospital admissions data .
Significant Community Health Needs Being Addressed 	The significant community health needs the hospital intends to address and that form the basis of this document were identified in the hospital's most recent Community Health Needs Assessment (CHNA). Needs the hospitals intends to address with strategies and programs are: • Mental Health • Opportunities for Healthy Living • Substance Abuse
Strategies and Programs to Address Needs 	The hospital intends to take actions and to dedicate resources to address these needs, including: • Mental Health ◦ Expand services via community partnerships, leveraging existing programs for accessible, developmentally appropriate mental healthcare for families. ◦ Screen new mothers for depression and anxiety within existing programs, ensuring referrals to increase access and early intervention. ◦ Foster youth mental wellness and access to support through expanded Kinship Program mentorship.. ◦ Support a dementia conference to increase community knowledge and access to mental health resources. ◦ Improve access to psychiatric diagnosis and care. ◦ Launch Peer Ambassador/Code Kindness program to expand mental health support for the healthcare workforce ◦ Increase awareness of the negative health effects of social media. ◦ Improve community capacity to recognize signs of mental distress and respond accordingly.

- **Opportunities for Healthy Living**

- Increase community awareness and programming to support healthy living.
- Increase hospital programming and provide resources to patients to support healthy living.
- Invest in community health by partnering with local organizations and providing financial support to implement impactful health improvement initiatives.

- **Substance Abuse**

- Support Hubbard In Prevention (HIP) Coalition
 - Provide education to community on substance use harm through prevention
 - Increase access to medication assisted treatment for substance use
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Planned resources and collaborators to help address these needs, as well as anticipated impacts of the strategies and programs, are described in the “Strategies and Program Activities by Health Need” section of the document.

This document is publicly available online at the hospital’s website. Written comments on this strategy and plan can be submitted to the Administration Office of CHI St. Joseph Health. Written comments on this report can be submitted via mail to CHI Health - The McAuley Fogelstrom Center (12809 W Dodge Rd, Omaha, NE 68154 attn. Healthy Communities); [electronically](#) at: <https://forms.gle/KGRq62swNdQyAehX8> or by calling Ashley Carroll, Market Director, Community and Population Health, at: (402) 343-4548.

Our Hospital and the Community Served

About the Hospital

CHI St. Joseph Health is a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 2,200 care sites in 24 states coast to coast, serving patients in big cities and small towns across America.

CHI St. Joseph Health Overview

CHI St. Joseph’s Health of Park Rapids is a 25-bed critical access hospital that is fully accredited by The Joint Commission. CHI St. Joseph’s Health offers a full range of services including an Emergency Department and Level IV Trauma Center, hospitalist program, testing, surgery, orthopedics, rehabilitation, bariatrics, and obstetrics. CHI St. Joseph’s Health also offers hospice care, dental care, and public health services.

Our Mission

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay.

This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website:

https://chisjh.org/wp-content/uploads/2025/07/Finance-G-003-Financial-Assistance-POLICY-07-01-25_-EN.pdf



Description of the Community Served

CHI St. Joseph's Health, located in Park Rapids, MN, serves Hubbard County, as well as portions of Becker, Cass, and Wadena Counties. Hubbard County is considered the primary service area for the CHNA/ Implementation Strategy.

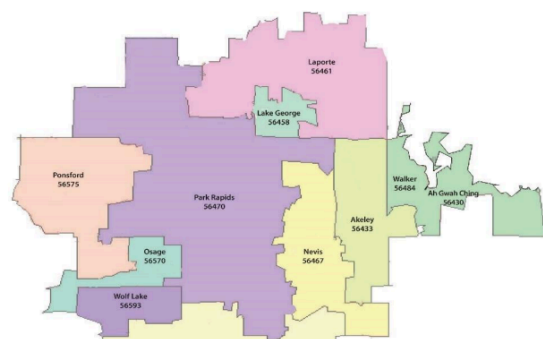


Figure 1: CHI St. Joseph Health CHNA Service Area - serves Hubbard County, as well as portions of Becker, Cass, and Wadena Counties (secondary service area).

Community Description

Hubbard County is a rural county located in north central Minnesota, approximately 200 miles northwest of Minneapolis. It has a total area of 923 square miles, 42 miles south to north and 24 miles east to west. There are 28 townships, and four incorporated towns: Park Rapids (pop. 4,142), Nevis (pop. 420), Akeley (pop. 449) and Laporte (pop. 116). The total population of Hubbard County is 22,132 (2023 US Census).

- 5% (1,107) are under the age of 5 (down 24 from 2020)
- 20.6% (4,559) are under the age of 18 (down 371 from 2020)
- 27.2% (6,020) are over the age of 65 (up 597 from 2020)

Socioeconomic Factors

According to the Minnesota Department of Health, income can include salary or wages, assets, and access to economic resources. A median household income (MHI) is the amount that divides the income distribution into two equal groups; half having income above that amount, and half having income below that amount. From 2019-2023, the Minnesota MHI was \$87,240, while in Hubbard County the MHI was \$70,622. Hubbard County's per capita income from 2019-2023 was \$38,262, compared to \$30,467 from 2016-2019. Per capita income, also known as average income, is a measure of the average income earned by each person in a given area or region. It is calculated by dividing the total income of a population by the number of people in that population. Hubbard has a consistently higher poverty rate than the state of Minnesota as a whole. 11% of Hubbard County residents live in poverty, compared to 9% of Minnesotans. Fourteen percent of children in Hubbard County live in poverty, compared with 10% in Minnesota

Community Assessment and Significant Needs

The health issues that form the basis of the hospital's community health implementation strategy and plan were identified in the most recent CHNA report, which was adopted in May, 2025. The CHNA report includes:

- Description of the community assessed consistent with the hospital's service area;
- Description of the assessment process and methods;
- Data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Impacts of actions taken by the hospital since the preceding CHNA.

Additional details about the needs assessment can be found in the CHNA report, which is publicly available on the hospital's website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors or health care services, and also health-related social and community needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Mental Health	a. For pediatric clients, it is up to an 8 week wait for a diagnostic assessment b. The closest inpatient facility for pediatric mental health is Fargo. c. Limited providers available to write mental health medication prescriptions. d. High stress + low pay = frequent provider burnout and turnover. Many leave after a two-year obligation for loan repayment.	Yes
Opportunity for Healthy Living	Diabetes is the fifth leading cause of death	Yes
Substance Abuse	23% of Hubbard county residents drink excessively which is consistent with the state average.	Yes
Childcare	a. Shortage - 1 year wait for infant care. b. Waiting lists - often make you pay to be on the waiting list/hold a spot. c. Affects parent ability to stay or return to the workforce d. Rules and regulations e. Parents called out of work frequently due to ill children/rules around returning to daycare.	No
Transportation	a. Issue for all ages - volunteers for Living at Home drove over 51,000 miles in 2024, mostly for medical appointments. b. Closest Dialysis center is in Detroit Lakes, with most clients requiring to travel 3 days a week for this service. c. Headwaters Bus will only transport within city limits or 2 miles out. d. Difficulty transporting people home after ER visits where they may have come in on an ambulance, patients will wait for hours waiting for a ride home.	No

Significant Needs the Hospital Does Not Intend to Address

CHI St. Joseph Health will not directly prioritize the following health needs because there are existing community partners that are better positioned to address them. We will continue to explore ways to support others' efforts.

- Child care
- Transportation

While vitally important, community partners determined that it would be difficult for the hospital to make an impact due to a lack of resources and expertise.

2025 Implementation Strategy and Plan

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.



Planned activities are consistent with current significant needs and the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

The hospital is dedicated to improving community health and delivering community benefits with the engagement of its staff, clinicians and board, and in collaboration with community partners.

CHI St. Francis Health convened the community coalition Healthy Hubbard County 2030 to assist with the prioritization process. The group reviewed the survey results, the focus group results, and the complete Community Health Needs Assessment data on April 9th, 2025 and confirmed the following list of significant Community Health Needs as identified by the focus group participants. Group participants included Park Rapids School District Education Director, Community Member/Retired Physical Therapist, Hubbard County Commissioner, Head Start Health Manager - Mahube-OTWA CAC.

Community Health Needs as identified by the focus group participants were:

- Childcare
- Dental
- Mental Health
- Senior Care
- Transportation

Community Health Needs as identified by the Community Survey were::

- Affordable Housing
- Aging populations
- Daycare
- Infectious Diseases
- Limited Health Care Providers
- Low Income/Poverty
- Mental Health
- Parenting Resources
- Sedentary Lifestyle/Obesity
- Substance Abuse
- Transition of Care
- Transportation
- Underemployment

The CHI St. Joseph's Health Community Benefit Team met on April 10th, 2025 and prioritized the identified significant health needs according to the seriousness of the issue, and whether the health needs particularly affected persons living in poverty or reflected health disparities, and based on the hospital's ability to affect change. The CHI St. Joseph's Health Community Benefit Team members include President, Vice President of Finance, Communication and Market Manager, Mission Leader, Community Health Manager and Weight Management Center Manager.

1. Mental Health
2. Opportunities for Healthy Living
3. Substance Abuse

Community Health Core Strategies

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources. CommonSpirit Health has established three core strategies for community health improvement activities. These strategies help to ensure that program activities overall address strategic aims while meeting locally-identified needs.

- **Core Strategy 1:** Extend the care continuum by aligning and integrating clinical and community-based interventions.

- **Core Strategy 2:** Implement and sustain evidence-informed health improvement strategies and programs.
- **Core Strategy 3:** Strengthen community capacity to achieve equitable health and well-being.

Vital Conditions and the Well-Being Portfolio

Community health initiatives at CommonSpirit Health use the Vital Conditions framework and the Well-Being Portfolio¹ to help plan and communicate about strategies and programs.

Investments of time, resources, expertise and collaboration to improve health and well-being can take different approaches. And usually, no single approach can fully improve or resolve a given need on its own.

One way to think about any approach is that it may strengthen “vital conditions” or provide “urgent services,” both of which are valuable to support thriving people and communities. A set of program activities may seek to do one or both. Taken together, vital conditions and urgent services compose a well-being portfolio.

What are Vital Conditions?

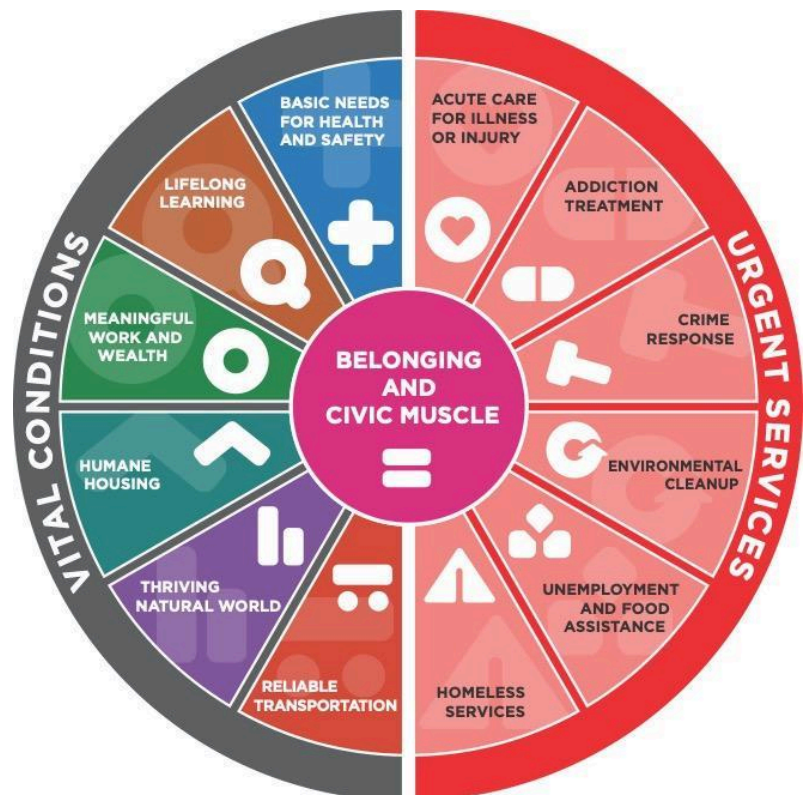
These are characteristics of places and institutions that all people need all the time to be healthy and well. The vital conditions are related to social determinants or drivers of health, and they are inclusive of health care, multi-sector partnerships and the conditions of communities. They help create a community environment that supports health.

What are Urgent Services?

These are services that anyone under adversity may need temporarily to regain or restore health and well-being. Urgent services address the immediate needs of individuals and communities, say, during illness.

What is Belonging and Civic Muscle?

This is a sense of belonging and power to help shape the world. Belonging is



¹ The Vital Conditions framework and the Well-Being Portfolio were created by the Rippel Foundation, and are being used with permission. visit <https://rippel.org/vital-conditions/> to learn more.

feeling part of a community and valued for what you bring. Civic muscle is the power of people in a society to work across differences for a thriving future.

Well-Being Portfolio in this Strategy and Plan

The hospital's planned strategies and program activities that follow are each identified as aligning with one of the vital conditions or urgent services in this figure.

This helps to identify the range of approaches taken to address community needs, and also acknowledges that the hospital is one community resource and stakeholder among many that are dedicated to and equipped for helping to address these needs and improve health.

Strategies and Program Activities by Health Need

Health Need:	Mental Health				
Population(s) of Focus:	General Population				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence- informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Expand services via community partnerships, leveraging existing programs for accessible, developmentally appropriate mental healthcare for families.	CHI St. Joseph's Community Health Maintains the Healthy Families Minnesota Family Home Visiting Program, utilizing the Growing Great Kids Curriculum, providing support to families of young children and providing developmentally appropriate education to meet individual goals.	•	•	•	VC/ US
Screen new mothers for depression and anxiety within existing programs, ensuring referrals to increase access and early	CHI St. Joseph's Community Health completes postpartum depression and anxiety screenings on mothers enrolled in community health programs, with	•	•	•	US

Health Need:	Mental Health				
intervention.	referrals as appropriate.				
Foster youth mental wellness and support through expanded Kinship Program mentorship.	Support Kinship Program, ensuring young people have connections with non-judgmental, caring adults.	•	•	•	VC
Support dementia conference to increase community knowledge and access to mental health resources.	Continued support of Living at Home dementia conference.	•	•	•	VC
Improve access to psychiatric diagnosis and care.	Explore adding mental health consultation service in the emergency department at CHI St. Joseph's to expand access and integration.	•	•	•	US
Launch Peer Ambassador/Code Kindness program to expand mental health support for the workforce.	Start Peer Ambassador and Code Kindness to support our health care workforce	•	•	•	VC
Increase awareness of the negative health effects of social media.	"Stop Scrolling" campaign - create more awareness about the negative impacts of being	•	•	•	VC

Health Need:	Mental Health				
	on your phone.				
Improve community capacity to recognize signs of mental distress and respond accordingly.	Provide Mental Health First Aid Training to staff and community partners.	•	•	•	VC/ US
Planned Resources:	CHI St. Joseph's Community Health , Adverse Childhood Experiences coalition, staff time (in-kind), Code Kindness program materials				
Planned Collaborators:	Mental Health Providers, Faith Communities, Law Enforcement/Corrections, Schools, Health Care Providers, Senior Providers, Action Park Rapids				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Improve mental health	Percent of people reported feelings hopelessness, anxiety, or loss of interest in things they used to enjoy in last 30 days	CHNA

Health Need:	Opportunities for Healthy Living				
Population(s) of Focus:	General Population				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence- informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Increase community awareness and programming to support healthy living	1. Implement a Diabetes Prevention Program to increase access to healthy living resources and education. 2. Utilize radio segments for service promotion and health tips, increasing access to healthy living resources. 3. Implement seminars, workshops, and health fairs to expand access to healthy living resources.	•	•	•	VC
Increase hospital programming and provide resources to patients to support	1. Develop a hospital website Wellness Page to centralize and expand access to healthy living	•	•	•	VC

Health Need:	Opportunities for Healthy Living				
healthy living	resources. 2. Promote and implement Fall Prevention programs to expand access to healthy living resources. 3. Provide free car seats to eligible families, enhancing access to essential child safety resources				
Invest in community health by partnering with local organizations and providing financial support to implement impactful health improvement initiatives.	Align community investments with hospital priorities by providing financial support to local organizations through a targeted Community Health Improvement Grant program, based on needs identified in the Community Health Needs Assessment (CHNA).	•	•	•	VC
Planned Resources:	Community Health, Community Dental Clinic, discharge planning				
Planned Collaborators:	Social Services, Local Health Care providers, Hubbard County Regional Economic Development				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
<u>Increase the percent of residents self reported health status as good</u>	<u>Self reported health</u>	CHNA

or excellent	status; the percentage of residents who report being active on a daily basis.	
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Health Need:	Substance Abuse				
Population(s) of Focus:	General population				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence-informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Support Hubbard In Prevention (HIP) Coalition	Partner with HIP Coalition, enhancing training and compliance checks to reduce substance abuse harm.	•	•	•	VC
Provide education to community on substance use harm through prevention	Deliver community education, like "Tall Cop" webinars, to reduce substance use harm through prevention.	•	•	•	VC
Increase access to medication assisted treatment for	Evaluate starting a Suboxone Program through Emergency Medicine and bringing in Joe	•	•	•	VC

Health Need:	Substance Abuse				
substance use	Corser under the grant rec'd by Sanford.				
Planned Resources:	Hubbard In Prevention, North Country SHIP				
Planned Collaborators:	Law Enforcement, Hubbard County Attorney, Local Establishments, Pine Manor, Celebrate Recovery, area school districts				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Decrease Tobacco use	Percent of Hubbard survey respondents aged 34 and younger reported using e-cigarettes some or every day.	CHNA
Decrease Alcohol use	Percent of Hubbard survey respondents indicated that they had consumed alcohol in the last 30 days.	CHNA
Decrease Opioid use	Percent of Hubbard survey respondents indicated that they had ever used an opioid not as prescribed	CHNA