

Office of Health Reform
Enterprise Community Benefit
Carrie McLeod

Sanford Health 2012 Community Benefit Annual Report

Overview and Purpose

Sanford Health has long been dedicated to excellence in patient care and is on a journey of growth and momentum with vast geography, cutting edge medicine, sophisticated research, advanced education and a health plan. Through relationships built on trust, successful performance, and a vision to improve the human condition, Sanford seeks to make a significant impact on health and healing. We are proud to be from the Midwest and to impact the world. The name Sanford Health honors the legacy of Denny Sanford's transformational gifts and vision.

Our Mission: *Dedicated to the Work of Health and Healing*

We provide the best care possible for patients at every stage of life, and support healing and wholeness in body, mind and spirit.

Our Vision: *To improve the Human Condition through Exceptional Care, Innovation and Discovery*

We strive to provide exceptional care that exceeds our patients' expectations. We encourage diversity in thought and ideas that lead to better care, service and advanced expertise.

Our Values:

- **Courage:** *Strength to persevere, to use our voice and take action*
- **Passion:** *Enthusiasm for patients and work, commitment to the organization*
- **Resolve:** *Adherence to systems that align actions to achieve excellence, efficiency and purpose*
- **Advancement:** *Pursuit of individual and organizational growth and development*
- **Family:** *Connection and commitment to each other*

Our Promise: *Deliver a flawless experience that inspires*

We promise that every individual's experience at Sanford—whether patient, visitor or referring physician—will result in a positive impact, and for every person to benefit from a flawless experience that inspires.

Guiding Principles:

- *All health care is a community asset*
- *Care should be delivered as close to home as possible*
- *Access to health care must be provided regionally*
- *Integrated care delivers the best quality and efficiency*
- *Community involvement and support is essential to success*
- *Sanford Health is invited into the communities we serve*

Support for our mission is demonstrated throughout our Community Benefit work. Sanford Health is a non-profit organization developed to promote the health of persons in our service area through planning and establishment

of policy for coordination and oversight of Sanford Health's organizations. We are inspired by the communities that we serve and we strive to remain a diligent corporate citizen that meets the health needs of these communities.

The purpose of this Community Benefit Annual Report is to communicate the work that has transpired during fiscal year (FY) 2012 that supports the findings from the 2008 community health needs assessment and demonstrates the way in which we are striving to meet the community needs. The rational standard for Community Benefit at Sanford Health is to meet our charitable purpose and to fulfill the requirements of a not-for-profit health system. During FY 2012 Sanford Health contributed \$324,558,425.00 as Community Benefit.

The 2010 Patient Protection and Affordable Care Act (PPACA) requires that each hospital must have: (1) conducted a community health needs assessment in the applicable taxable year that starts two years after the date of enactment which was March 2010; and (2) adopted an implementation strategy for meeting the community health needs identified in the assessment. The 2012-2013 community health needs assessment will be finalized by the end of our FY 2013 as required by PPACA. Implementation strategies will be adopted for each medical center within our organization and the reports and strategies will be posted on our Sanford web site during June of 2013.

The Sanford Health Community Benefit Strategic Objectives include:

1. Collaborate with communities to identify unmet community health needs and under-served populations.
2. Address under-served populations and unmet needs.
3. Implement coordination and strategic management of Sanford Health's Community Benefit efforts.
4. Improve the health of the communities we serve.

Objective One: Collaborate with communities to identify unmet community health needs and under-served populations

The unmet community needs were identified through the 2005 and 2008 community health needs assessments. The identified priorities are:

- Mental Health
- Chronic Disease
- Childhood Obesity
- Family HealthCare Center
- Aging Services
- Other identified needs and concerns of the Faith Communities Advisory Group include transportation to medical services and poverty/hunger

Objective Two: Address under-served populations and unmet needs

Sanford Health continues to actively work to meet the identified needs of the communities within our footprint.

Transportation

Actions taken to address transportation during FY 2012 in the Fargo Region include work through the Community Care contributions and contributions through the administrative Friends of the Family support for cab and bus assistance.

Sanford Chamberlain provided transportation to 281 individuals during FY 2012.

Additionally, a Community Benefit directory of all identified resources that are available to meet the identified community needs is posted on the Community Benefit web page.

Poverty and Hunger

The homeless population growth in the Fargo Moorhead area was determined through a 2010 Wilder Study where 763 homeless people were identified. Over two-fifths of the homeless met the federal definition of chronic homeless or long-term homeless for one year or more or more than four times within three years. Military men make up 34% of homeless adults in Fargo and 19% in Moorhead.

Key actions taken to support those living in poverty and hunger in FY 2012 include the following:

- The Family HealthCare Center in Fargo

The Family HealthCare Center (FHC) is a federally-funded clinic that serves a population that is diverse and predominantly under-served or under-insured. The missions of FHC and Sanford are closely aligned. The intent of the October 2, 2006 Statement of Support is to proactively plan together priority work that will be beneficial to providing the highest quality of care for both organizations. The Sanford contribution is reported in terms of cost, not charges.

During FY 2012 Sanford Health made a Community Benefit contribution to the FHC Center of \$671,206.84 through the following means of support:

- Continued to support operations by providing administrative leadership through the Chief Financial Officer for the Medical Center and through a Sanford Vice President who serves on the Center's Board of Directors.
- Provision of interpreter services as necessary.
- Provision of \$667,754.84 in lab services.
- Imaging services support through monthly quality inspection by the Sanford radiology physics team and biomed.

- Sanford Bemidji

Sanford Bemidji provides subsidized continuing care and home care services and a discounted or free prescription drug program.

- Shelter Nurse Program

The Fargo Shelter Faith Community Nurses (SFCN) are located at the YWCA and Churches United for the Homeless Shelters. The SFCNs spend 25 hours each week meeting with patients, providing assessments, making referrals for services in the community, or providing education regarding personal health. The SFCN works with those who are homeless and refers them to resources in a timely manner to address health issues and reduce the risk of unnecessary admissions or readmissions to the hospital. During 2012 the shelter nurses provided 2,600 hours of care to the homeless shelter community. The contacts included 1,781 health counseling contacts, which is an increase over the 529 contacts reported last year. The nurses worked with 75 children under the age of 18; however, the age span of the homeless population at the shelters ranged from less than one year to over 80 years of age.

Emergency Center utilization has decreased since the implementation of the SFCN program. In 2012 the SFCNs were able to avert 12 ambulance rides (estimated at \$9,996), 183 Emergency Room visits (\$79,239), 82 medication errors, and 162 visits to the urgent walk-in clinic.

Additional Sanford services and interventions to assist those living in poverty and to address homelessness include:

- Sanford Health Fargo Region partners with the community and the Coalition for Homeless Persons to provide support for the Cooper House shelter nurse.
- Church Sheltering partnership between Sanford Medical Center Fargo and area churches when the local homeless shelters are over capacity during the colder months.

- Support for Churches United for the Homeless and the Cooper House. The Cooper House provides shelter and nursing services for the homeless who are chemically addicted and not able to secure other means of housing.
 - The Fargo-Moorhead Homeless Connect, a health and community services fair, addresses the needs of the homeless and supplies services such as dental care, job coaching, haircuts, job location, etc.
 - Contributions through the Great Plains Food Bank and to the Daily Bread Program amounted to over \$18,000 during FY 2012.
 - Sanford Health Social Services contributed information and referrals to community services for those in need.
 - The Friends of the Family program contributed to over 2,800 people who needed help with transportation to healthcare services and other services while away from their home community.
 - Employee delivery of Meals on Wheels.
- Uninsured and Community Care Programs
 - The Community Care Program provides healthcare services at no cost or reduced cost to patients within its service area in Minnesota, South Dakota and North Dakota who qualify for the Community Care Program.
 - Sanford Health supported the United Way throughout our footprint.
 - Sanford Health Fargo Region supports the Family HealthCare Center (FHC) by providing lab services, quality support from the Sanford biomed team, and administrative support to the FHC leadership.

Objective Three: Implement coordination and strategic management of Sanford Health’s Community Benefit efforts

Strong community partnerships have developed to address identified community needs. Strategy and measurement outcomes are in place to monitor changes in the following areas of focus:

- Support for the United Way with a corporate contribution of \$172,000 during FY 2012.
- The Adopt-a-School partnership with Sanford Health and the Horace Mann/Roosevelt schools has had a positive community health impact since the program’s inception in 1999. During FY 2012 Sanford employees provided 1,100 volunteer hours to the HMR students by serving as mentors, classroom readers, and healthcare professionals providing special events. The healthcare professionals included a licensed registered dietitian, an EMT, a pathologist’s assistant, an occupational therapist, a physical therapist and a child life specialist. During the 2011-2012 school year the discipline report stated that 75% of the 30 students participating in the Sanford mentoring program did not have a discipline referral, and 78% of the students were either advanced or proficient on the North Dakota State Assessment in Reading. Notably, 100% of the students participating in the Sanford mentoring program were either advanced or proficient on the North Dakota State Assessment in Math. For the second year in a row HMR had the highest test scores in reading and math of all Fargo Public Schools (based on the North Dakota State Assessment taken by the students in grades 3-5).
- Dental health can be a major factor in the student’s ability to do well in school. According to the Kaiser Commission (2008), dental caries (tooth decay) is the single most common chronic disease of childhood, affecting nearly six in ten children in the United States – which is five times as many children as those with asthma. About 25% of all children have untreated caries in their permanent teeth. Sanford began to facilitate dental screening services for the students of HMR during the 2008 school year and has continued to screen annually since that time. In the 2012 school year, 232 students participated in the dental screening program. Of those who were screened, there were 50 referrals for additional dental care, and of those 50 referrals, there were 18 students who had urgent dental needs. This dental screening is a collaboration between HMR Elementary School, Sanford Health, and the Moorhead State Community and Technical College dental hygienist and dental assistant program.

- Each year an updated community asset directory is posted on the Community Benefit website for Faith Communities Advisory Group members and those who make referrals to community services and programs such as the parish nurses. This directory is part of the 2008 community asset mapping work and our action plan to address the identified community needs. The directory was once again updated in 2012.
- The Patient and Family Resource Center is for patients and their families and is also open to the public. The library consists of 200 free pamphlet titles. The center can be accessed for personal Internet searches and guided Internet searches. Registered nurses and staff are available to help with personalized reference services and the reference questions are answered in person, by phone, or by e-mail. The services are provided at no charge to the customers. During FY 2012 there were 5,973 people who utilized the services at the Patient and Family Resource Center.
- The Ask-A-Nurse Program telephonic service is available to the entire region and beyond. The nurses served 95,799 individuals during FY 2012 and provided a Community Benefit contribution of \$1,213,892.
- Collaborative partnerships include the Patient Advisory Councils, which were formalized through the Board of Trustees in 2005.
 - The Children’s Hospital and Clinic Family Advisory Council is a parent membership group that meets to advise about the services, quality and satisfaction with the care at the Children’s Hospital. The members of this advisory council have provided input on the development of the Neonatal Intensive Care (NICU) visitation policies and ideas for the development of a NICU Family Advisory Council.
 - The NICU Family Advisory Council began as a formal group during 2011. Parents participate in the advisory group and members from outside of Fargo attend by teleconference. The agendas are developed from assessing the parents to determine what topics are important for them. Such items include parents wanting a mechanism to become more interconnected after discharge to provide a support network for each other and their families. The parent group has branched out to other services that are available throughout the region including Family Voices of ND and MN, the Early Intervention and the Experienced Parent Project, and the Parent Connections weekly meetings which are facilitated by an experienced parent and contribute to consistent care team patient care development through the NICU primary nursing group. The quarterly newsletter for parents and by parents was launched and includes inspirational stories, useful educational topics, and information to help guide parents through the journey during and after the NICU. The group is also planning a Parent Survival Guide, a NICU Parent Checklist, and benchmarks for going home.
- The Faith Communities Advisory Group (FCAG) was established in 2005. The charter lists four purposes for the group: to preserve the historic relationship between Sanford Health and area faiths, to improve communication between Sanford Health and faith communities, to give input to the Board of Trustees on quality of care and services, and to provide a faith-based perspective to management. Each faith community is invited to send two representatives to the quarterly group meetings (a faith leader and one other representative) based on amendments made to the original charter. Accomplishments of the Faith Communities Advisory Group over the past year include the following:
 - Executive-led presentations regarding the new medical center, healthcare reform, etc.
 - Increased parish nurse members by two nurses.
 - Presentation by Great Plains Food Bank specific to hunger issues in our region.
 - Collaborative work with the NDSU Extension Office to develop and present faith communities with Wellness Guidelines for Faith-Based Communities.
 - Presentation by faith community members who have successfully developed community gardens.
 - Presentation on Elder Abuse by the Clay County Crime Victim Program.
 - Focus on homelessness and the homeless shelters including the area churches who host overnight stays during the winter months.
 - Focus on diversity and partnership with Willard Yellow Bird Jr., Native American Spiritual Leader and Traditional Healer.

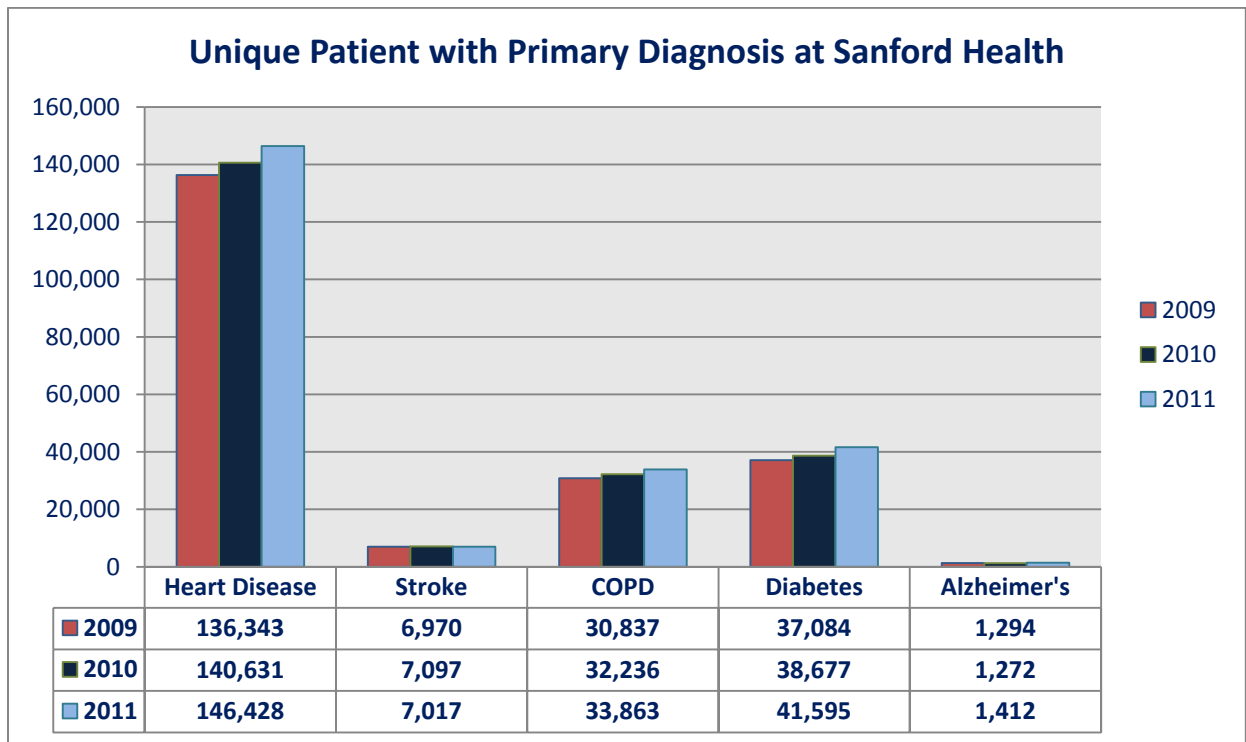
Objective Four: Improve the health of the communities we serve

This objective is addressed through the strategic plan for disease management, childhood obesity, mental health and aging services. The following action steps were taken during FY 2012 to address the assessed health needs of the communities we serve:

Disease Management

The leading causes of death in North Dakota, South Dakota, Minnesota, and Iowa include heart disease, stroke, Alzheimer’s, chronic obstructive pulmonary disease (COPD), and diabetes.

- Sanford Health has noted a gain in unique patients with all of the leading diagnosis diseases during FY 2012 except stroke. During FY 2012 Sanford Health managed 146,428 patients with heart disease, 7,017 patients with stroke, 33,863 with COPD, 41,595 with diabetes and 1,412 with Alzheimer’s.



- The multi-disciplinary Stroke Team was awarded the Gold Achievement Award during FY 2011, demonstrating excellence in the compliance measures required by the Joint Commission stroke certification.
- Sanford opened a new state-of-the-art cardiac cath lab in Aberdeen, SD that is staffed by a full-time Aberdeen-based heart team.
- The Better Choices, Better Health program provided \$74,226 in Community Benefit services through the complimentary provision of the chronic disease self-management program in Fargo and regional locations. The program was provided to 218 participants in FY 2012. The Better Choices, Better Health program equips participants with general self-management skills to help them make steps towards a healthier life and become more actively engaged in their own healthcare.
- A new initiative for asthma care and documentation is being initiated through the Allergy department to reach out to Family Medicine and Internal Medicine.
- COPD inpatient care continues to show improvement in outcomes. The percentage of inpatients receiving evidence-based recommended care is at the highest level since our initiative began in 2008. Our outpatient focus continues, providing nurses and physicians with training in office spirometry. We

continue to see an increase in the percentage of patients diagnosed with COPD that have a spirometry test in their medical record.

- The Congestive Heart Failure multi-specialty group continues to monitor outcomes and drive excellence in care. A future goal is to seek CHF accreditation.
- Sanford Health supports the American Diabetes Association and the Tour de Cure in Fargo as well as the Step Out Walk to Fight Diabetes in Fargo and Grand Forks. Sanford provides healthcare for over 41,000 patients with a diabetes diagnosis and has contributed \$12,150 in cash and over \$2,500 in in-kind support to the ADA to advance the work to find a cure.
- Sanford contributed over \$47,000 in support for the National Kidney Foundation's KEEP screening and the NDT (Nephrology-Dialysis Transplantation) conference.
- Sanford has developed an exclusive partnership with the American Heart Association and supports the Start Walking Program as a mechanism to provide public education about the risk factors of heart disease and stroke and what preventive measures can be taken to prevent these diseases. During FY 2012 Sanford provided care to over 146,000 patients with heart disease and over 7,000 patients who have had a stroke. During FY 2012 Sanford contributed \$50,000 to the Start Program and to the Heart Walks in Fargo, Detroit Lakes and Grand Forks, and over \$3,000 in in-kind support for programs. Sanford continues to work in partnership with the American Heart Association and other healthcare partners throughout the state to assure that patients who experience a heart attack or stroke receive the appropriate life-saving care.
- Sanford contributed over \$16,000 to the 5th Annual Confident Living with an ICD program and had 125 participants from across the region.
- Sanford contributed over \$22,000 to cancer education including a bone marrow drive, colorectal screening, and the American Cancer Society Symposium.
- Sanford has placed health coaches in primary care locations. The health coach works one-on-one with patients who have been diagnosed with a chronic illness, helping them achieve wellness goals and improve self-management of their disease.

Mental Health

Mental health services were one of the top Fargo-Moorhead needs identified during the Community Health Assessment in 2008. Among the main issues identified were substance abuse and clinical depression. As we work collaboratively to develop solutions to address mental illness in our communities, a Public Policy Advocacy Group has been formed. This group is made up of Sanford leaders and area Psychiatry providers who are working with the North Dakota Department of Human Services to advance mental health services throughout the state. Other Sanford Health Fargo Region partnerships that address mental health needs include the EC Collaborative and the Community Coordinating Committee.

Sanford Health Fargo Region has implemented the IMPACT program and the Quality PHQ-9 measurement indicators throughout the organization. This measurement tool helps providers determine the best method of treatment for patients with depression based on evidence-based research. The IMPACT program has been found to be effective in all age groups.

Sanford One Mind is a new approach to addressing behavioral health in primary and specialty care clinics and medical centers. Sanford One Mind uses technology to conduct behavioral health screenings in order to identify behavioral health concerns as early as possible. Through deployment of Medical Homes with fully integrated behavioral healthcare services, Sanford is providing patient-centered collaborative teams to meet the behavioral health needs of Sanford patients.

The Sanford Shelter Faith Community Nurse (SFCN) is available at the Fargo-Moorhead YWCA and the Moorhead Churches United for the Homeless shelters to address mental health issues. The client base consists of shelter residents, non-residents and staff. During FY 2012 the shelter nurses provided 25 hours of service each week at each location and there were 1,781 contacts.

The SFCNs partner with other health and community agencies. For those who needed other services the following referrals were made:

- 13 (1%) were to EC
- 577 (32%) were to Homeless Health Center, Family HealthCare Center, and other primary care providers
- 59 (3%) were to Urgent Care

Childhood Obesity

Sanford Health follows the American Academy of Pediatrics evidenced-based guidelines developed by the National Childhood Action Network Expert Committee. All pediatric patients within the Pediatrics and Family Medicine services are assessed for BMI during the Bright Futures visits. Over 29% of the pediatric population at Sanford Health Fargo Region ages 2-19 years of age have a BMI greater than the 84th percentile. Pediatrics and Family Medicine provide the 5-2-1-0 Childhood Obesity Prevention Program handouts at provider visits. These handouts recommend at least five fruits and vegetables each day, no more than two hours of screen time daily (including computer time needed to complete school work), at least one hour of physical activity daily, and no sweetened beverages.

A childhood obesity prevention initiative at Sanford this year is WebMD *fit*. Backed by the clinical experts of Sanford Health, *fit* educates, empowers and motivates families to live a healthy lifestyle through a comprehensive suite of on-line resources for kids, parents, teachers and clinicians. *fit* is the only initiative focusing equally on the four key contributing factors to childhood obesity: Food (nutrition), Move (activity), Mood (behavioral health), and Recharge (sleep). The *fit* initiative continues to grow and expand on both the local and national level. The number of visitors surpassed significant milestones during 2012 with over one million linking in to “Raising Fit Kids”, over two million visiting fit.webmd.com, and over 500,000 visiting the professional programs.

Locally, the team is collaborating with partners in North Dakota to develop a series of fun and engaging applications for mobile devices and with child care providers to develop *fit* Care. The goal is to train more than 500 providers representing over 500,000 children. The *fit* team has also launched a multi-faceted partnership with the city of Vermillion, SD to develop a health promotion program that will be rolled out across the region and nation. During FY 2012 the Family Fit Night in the Fargo area was renamed Energ-i-ze. The Sanford Health Fargo Region licensed registered dietitians and exercise physiologists provided expert clinical guidance for the new Family Fit Night Programs in eight area schools. These programs were scheduled on a monthly basis and provided educational sessions on health, nutrition and physical fitness, as well as providing a time for creative physical activity with children and family members. Eight of the local elementary schools were selected in partnership with TNT Fitness and the Boys and Girls Club. Over 1,500 parents and children attended these events.

Weekly nutrition classes at Horace Mann/Roosevelt elementary schools continued this year and are weekly nutritional talks that are conducted in the cafeteria over the lunch period. The students are very excited to welcome the Sanford community dietitian and a Sanford exercise physiologist who provide a high energy talk based on a weekly nutrition and fitness theme. A “quick facts” handout is sent home to the parents each week to reinforce the healthy recommendations both at home and at school.

Camp Fuel was launched at Sanford in Fargo during FY 2012. This program is also offered in Sioux Falls, SD. The purpose of the camp is to dispel myths and media messages targeted at youth about nutrition, activity, body image and acceptance. The camp promotes a positive self image and understanding of how our bodies use the “fuel” we eat and burn. Topics covered include:

- Nutrition knowledge of portions, eating out and reading labels
- Behavior change to make healthier nutritional choices
- Increasing activity at all levels and understanding of the importance of being physically active
- Positive self esteem and body image

Sanford supported the SOAR grant that the Fargo-based TNT Fitness organization received for fitness and nutrition activities for the elementary schools in the Fargo-Moorhead area. Dietitians trained interns and provided in-kind contributions while developing curriculum and lessons for this program.

Honor Your Health is a comprehensive wellness program developed by Sanford Health Fargo Region which focuses on evidenced-based nutrition standards, physical activity and behavioral health. This class is offered for adults and provides a basis for young parents as well as all adults to learn about health and wellness. This program is a comprehensive approach to healthy lifestyle practices and may facilitate healthy behaviors for families.

The new Family Wellness Center in southwest Fargo opened in October of 2011. Many classes each week address wellness for children and families in partnership between Sanford Health and the YMCA of Cass and Clay. This facility has multiple group exercise rooms as well as classrooms for educational events. Children and families have numerous fitness options as well as classes that address health, healthy nutrition and healthy cooking. The Family Wellness Center is a place for the entire family with drop-in child care, a kid-friendly pool with water slide, swimming lessons and an open gym for free play.

The Sanford athletic training coverage at high school, college and local sporting events promotes wellness and fitness. During FY 2012 the Fargo athletic trainers contributed over \$271,000 in Community Benefit to local sports teams at sporting events.

Sanford Bemidji participates in B-Well (Beltrami Wellness Education for Life - formerly known as the B-Team). This collaborative continues to execute their strategic plan as a comprehensive model to address childhood obesity and other health prevention programs. This community collaborative works to change social norms to increase people's activities and eating behaviors.

Sanford Luverne has partnered with the area community leaders on CHIP (Community Health Improvement Program) initiatives to improve community health and decrease obesity by implementing a community garden project to encourage the growth of fresh produce. The hospital has added locally grown foods to the cafeteria menu and fresh produce is used during the growing season.

Aging Services

At Sanford Medical Center Fargo, the parish nurse program continues to support the aging populations in our region. During FY 2012, 53% of the population served by parish nurses was 65 years or older, and the greatest number of contacts was made for those over the age of 80 years.

The Better Choices, Better Health Program serves the aging population and helps them set chronic disease self-management goals. This program is offered in person and in an on-line format to assist community members throughout our footprint.

Sanford Health's Occupational Therapy providers present the Car Fit Program for the senior population.

Sanford Health Bemidji sponsored a Senior Citizen's Health Fair for the regional area. They also contributed to the aging population through subsidized continuation of care and home care services to help the aging population return home after hospitalization or medical procedures and to help the patients remain in their homes.

Additional Community Benefit Contributions

Sanford Medical Center demonstrates its commitment to providing Community Benefit through the following specific accomplishments:

- American College of Cardiology Foundation NCDR ACTION Registry - GWTG *Silver Performance Achievement Award* for high standard care of heart attack patients (Sanford USD Medical Center, Sioux Falls)
- American College of Radiology *Breast Imaging Center of Excellence* (Sanford Medical Center, Fargo)

- American College of Surgeons *Level II Trauma Center re-verification* (Sanford Medical Center, Fargo)
- American College of Surgeons *National Accreditation Program for Breast Centers*, three-year accreditation (Sanford Breast Health Institute, Sioux Falls; Sanford Breast Health, Fargo; Sanford Health, Bismarck)
- American Heart Association *Mission Lifeline Performance Achievement* for care of heart attack patients and STEMI (Sanford USD Medical Center, Sioux Falls)
- Becker's Hospital Review "*61 Integrated Health Systems to Know*" recognition for achieving a high level of integration through strong physician alignment (Sanford Sioux Falls and Sanford Fargo)
- Blue Cross Blue Shield of North Dakota *2012 Bold Innovator Award* for achieving best results in diabetes care, vascular care and high blood pressure (Sanford Fargo)
- Blue Cross Blue Shield of North Dakota *2012 Distinctive Award for Care Delivery*, recognition for redesigning practice around MediQ Home patient-centered Medical Home model (Sanford Bismarck)
- *Commission on Accreditation of Ambulance Services (CAAS)* three-year accreditation for FM Ambulance, the only CAAS-accredited service in North Dakota and one of two in Minnesota (Sanford Health Fargo Region)
- *Commission on Accreditation of Rehabilitation Facilities (CARF)* three-year accreditation for Inpatient rehabilitation and brain Injury programs for adults and children (Sanford Medical Center, Fargo)
- Commission on Cancer of the American College of Surgeons three-year *Accreditation with Commendation* (Sanford Roger Maris Cancer Center, Fargo and Sanford Cancer Center, Sioux Falls)
- Department of Health and Human Services awards:
 - *Bronze Award for Transplant Programs* – recognition for quality performance in transplant care - kidney transplants, quality, post-transplant survival rates, transplant rates on wait-list patients and pre-transplant mortality rates. (Sanford Fargo and Sanford Sioux Falls)
 - *Bronze Medal of Honor for Organ Donations* - achieving and sustaining national goals for collaborative conversion of organ donations, including a 75%+ donation rate of eligible donors. (Sanford Fargo and Sanford Sioux Falls donation rates over 80%)
- *Intersocietal Commission for the Accreditation of Echocardiography Laboratories* three-year accreditation for fetal, pediatric transesophageal, and pediatric transthoracic echocardiograms (Sanford USD Medical Center, Sioux Falls)
- Joint Commission *Gold Seal of Approval for Bariatric Surgery* (Sanford USD Medical Center, Sioux Falls)
- Joint Commission *Gold Seal of Approval for Hip Fracture, Knee Replacement, Hip Replacement and Shoulder Replacement* programs (Sanford USD Medical Center, Sioux Falls)
- Magnet Hospital accreditation for quality patient care, nursing excellence, and innovations in professional nursing practice (Sanford USD Medical Center, Sioux Falls; Sanford Medical Center, Bismarck)
- National Organization on Fetal Alcohol Syndrome recognition of H. Eugene Hoyme, MD with the *2012 Excellence Award* for commitment to understand, prevent and treat alcohol-related birth defects
- National Research Corporation (NCR); Healthcare Information and Management Systems Society (HIMSS) *Stage 6 Electronic Medical Record Adoption* recognition for implementation of technology to improve patient safety and care (Sanford USD Medical Center, Sioux Falls; Sanford Medical Center, Fargo; Sanford Medical Center Aberdeen)

Sanford Clinic has 1,400 physicians representing 81 specialties. Supporting the five Centers of Excellence of the Sanford integrated health system, Sanford Clinic physicians and clinical teams provide services in Cancer, Women's, Heart and Vascular, Children's, Surgery and Trauma, Neuroscience/Orthopedics and Primary Care. Sanford Clinic Cancer Services include a multidisciplinary team of experts and a pinnacle service in Head and Neck Cancer with NIH-funded research in HPV.

Women's services span the entire clinical services spectrum and integrated medicine services including a Medical Spa. The physician experts provide urogynecology, reproductive endocrinology, gynecology/oncology, genetic counseling and maternal fetal medicine subspecialty care. Another pinnacle service is developing in this service line – a regional Fetal Care Center which includes diagnostic services and fetal surgery.

The Heart and Vascular service has grown to 16 interventional, invasive, general cardiologists and vascular surgeons in Sioux Falls and 19 in Fargo. The strong clinical research program and preventive focus with screening programs all provide the foundation for a new Heart Hospital which opened in Sioux Falls in March of 2012.

Surgical care for the Sanford Clinic is performed by 9 surgeons in Sioux Falls and 17 in Fargo. Bariatric, trauma and general surgery as well as surgical oncology care, a strong breast cancer program, GI cancer program, and lung cancer program fall within this area of expertise.

General pediatric and subspecialty pediatric physicians support the Children's Hospital and regional outreach services and national pediatric care.

Additional growth continues in neuroscience and orthopedics clinical services, sports medicine, general and subspecialty care.

A majority of the rural clinics reside in counties designated by the Department of Health and Human Services as medically under-served areas. In each of its outlying locations, the clinic provides primary care services to the community. In many communities, the clinic is the sole provider of physician services. Additionally, in order to improve the breadth, access and integration of care available in these outlying rural communities, Sanford medical specialists reach out to provide part-time services which would not otherwise be available to regional clinics, other hospitals, Public Health Service, and Indian Health Service locations. The clinics offer a full range of medical specialties. Sanford operates 10 walk-in clinics and 2 convenient clinics which treated over 199,000 walk-in patients, and also owns and operates the region's largest provider of home healthcare with over 54,500 skilled visits per year. Sanford is addressing behavioral health needs throughout its large footprint through a \$12M CMS Innovation Grant. The grant will be used to transform healthcare delivery in North Dakota, South Dakota and Minnesota through the integration of primary care and behavioral health. The Medical Home model will implement RN coaches and information technology to serve patients in their primary care location.

Sanford Health Network supports community healthcare facilities as they provide care close to home through the 37 hospitals, 17 long-term care facilities, and 23 assisted and congregate living facilities across South Dakota, Iowa, Minnesota, Nebraska and North Dakota. Sanford Health supports a network of owned, leased, managed and associate facilities to ensure that necessary healthcare services across a broad range of medical and surgical specialties are delivered locally to the broad service area.

Sanford Health Network's commitment to local healthcare delivery is clearly evident in its community-based leadership and local board involvement. Additionally, technology deployment in the form of the health system's fully integrated clinical and financial information system, called docZ, remains a priority.

Sanford Health Network has added a new hospital in Aberdeen, SD and is working on the replacement of the medical facility in Thief River Falls, MN and several long-term care facilities in two communities in South Dakota.

Sanford Home Health Fargo Region provides skilled nursing care, PT/OT/ST therapy services, home infusion therapy, pediatric care, medical social services, home health aides, homemaking, community foot care clinics, lab draws, and guidance to allow individuals to heal and recuperate in the comfort of their homes. There were 56,189 skilled visits and 64,035 personal care hours during FY 2012.

Sanford Home Health and Hospice in Bismarck, ND provides skilled nursing care through various programs. The hospice program promotes and enhances the comfort and dignity of the terminally ill person, the family, and the primary caregivers in the home, and uses the skills of a multidisciplinary team. The skilled home health program provides care by nurses, physical, occupational and speech therapies, and certified care aides to homebound individuals. The homemaker and personal care aide programs provide care to people in their homes on a community need or private-pay basis. There were 7,667 hospice visits, 15,664 home care visits (including community need personal care services) and 1,989 private pay (help at home) visits during 2012 at the Sanford Bismarck location.

Sanford Research is a non-profit research organization formed between Sanford Health and the University of South Dakota. A transformational gift of \$400 million given by Denny Sanford in 2007 has allowed for an expansion of current goals and will enable Sanford Research to become one of the premier research institutions in the United States and the world. Sanford Research is composed of several research centers, including Cancer Biology, Cardiovascular Health, Health Disparities, Methodology and Data Analysis, Sanford Children's Health, and the Sanford Project. Sanford USD Medical Center in Sioux Falls, SD is a 500-bed tertiary care regional medical center and the primary teaching hospital for the Sanford School of Medicine. It also features:

- 400-physician multi-specialty practice for Sanford
- 1.35 million outpatient and 50,000 inpatient visits per year
- Stable, compliant population base for clinical research
- Electronic medical record and clinical information system
- Multi-generational families for clinical studies
- Accommodating regulatory environment
- Comprehensive research infrastructure
- Ongoing in-house research
- The Sanford Project
- Global presence in clinical and research relationships

The Cancer Biology Research Center features basic and translational research with strengths in breast, head and neck, ovarian, colon, cervical and lymphoid cancers. Research teams are working on projects aimed at understanding the molecular, cellular and genetic basis of cancer that can lead to the discovery of new biomarkers, drug targets and novel therapies which will improve the health and survival of cancer patients.

The Cardiovascular Health Research Center includes basic studies examining cardiac and skeletal muscle development, how these processes are altered in muscular dystrophy, and how diabetes and the sympathetic nervous system affect the pathogenesis of heart failure. Research projects also focus on clinical studies examining the role of Omega-3 fatty acids in cardiovascular disease.

The Health Disparities Research Center provides an infrastructure for communities and investigators to partner in designing and implementing research programs with the goal of eliminating health disparities. Active research and service projects focus on a variety of public health topics, including maternal and child health, obesity and nutrition, and adolescent health.

During FY12, the Health Disparities Research Center collaborated with researchers from around the United States on a first of its kind NIH-funded prevalence study of fetal alcohol spectrum disorders (FASD) among first-graders in Sioux Falls. The study will follow this cohort for five years and include psychological testing of the children and maternal interviews to determine prevalence. Sioux Falls is the first community in the United States to be surveyed utilizing this methodology.

The Methodology and Data Analysis Research Center collaborates with other centers on study design, monitoring, and data analysis for basic, clinical, and population research. The center also encompasses primary biostatistical and epidemiologic research focusing on methodology, as well as disease etiology and prevention.

The National Institute for Athletic Health & Performance (NIAHP) focuses on new research to address training, competition, and rehabilitation challenges for youth and other populations. From this research, the NIAHP partners with sport and sports medicine national governing bodies in developing new educational initiatives, guidelines, and policies for safe and appropriate exercise, training and sports participation.

The Sanford Children's Health Research Center focuses on developing translational research for pediatrics. Researchers are using a diverse array of scientific approaches aimed at improved understanding and treatment of a variety of childhood diseases and conditions.

The Coordination of Rare Diseases Registry at Sanford (CoRDS) is a national disease registry being developed to include multiple and ultimately all rare genetic diseases. The CoRDS registry is headquartered at Sanford Research in Sioux Falls, SD, and is supervised by Principal Investigator David Pearce, PhD. and Chun-Hung Chan, PhD. By establishing a central registry of persons with a confirmed diagnosis of any rare disease, we hope to accelerate research by providing a resource for the identification and recruitment of potential research subjects. The CoRDS registry began in 2011.

The Sanford Project, which was announced in June 2008, focuses on finding a cure for Type 1 diabetes through beta cell regeneration. This goal has an aggressive timeline: to find the cure during Denny Sanford's lifetime. The Sanford Project is one of four initiatives made possible through Denny Sanford's transformational \$400 million gift to Sanford Health and has one goal - researching and curing juvenile diabetes. A \$10 million gift from Todd and Linda Broin of Sioux Falls, SD to fund the chair of the Sanford Project accelerated the progress.

The Edith Sanford Breast Cancer Center was launched with a \$100 million gift from Denny Sanford and named in honor of his mother, Edith, who died of breast cancer when Denny was four years old. The Center represents Sanford's signature effort to bring research, technology innovation, clinical excellence, fundraising and advocacy together to focus upon the eradication of breast cancer and support for those diagnosed.

In January 2012, Kimberly Earle, former CEO of Mothers Against Drunk Driving and former COO of Susan G. Komen for the Cure, was named to head the Edith Sanford Breast Cancer Foundation. A national grassroots fundraising campaign was launched in early 2012 to grow revenue sources and generate leads for major gifts from areas outside the existing Sanford footprint.

Dr. Brian Leyland-Jones, an internationally renowned leader in the field of breast cancer and cancer genomics, was recruited to lead Edith Sanford Breast Cancer Research and brought with him a team of three scientists to get the project underway.

A cornerstone of the research program is a BioBank, an extensive repository of critical blood and tissue samples from volunteers of all ages and backgrounds, which allows researchers across the country easy access to the genomic information found in human DNA to better understand genetic changes that can lead to different breast cancers.

National Research and Clinical Collaborations were also established to allow the Edith Sanford Breast Cancer Center to have an immediate national impact in breast cancer genomic research and personalized medicine. These include a partnership with Scripps Institute, a highly respected genome sequencing facility; Stanford University, which has a complementary research site; and the University of California, San Francisco.

Sanford Research has a strong collaboration with the Sanford-Burnham Medical Research Institute in La Jolla, CA and Orlando, FL, as well as a number of other leading institutions. For researchers, Sanford Research offers exciting challenges both in well-established projects and ever expanding research opportunities. For those people we serve in our six-state region, we offer opportunities to participate in clinical trials and to be a part of the changing face of medicine.

Sanford Medical Center Mayville has an annual SCRUBS Camp for high school students. This camp provides a hands-on learning experience to introduce students to a variety of health careers.

Analysis of the 2012 Community Benefit Inventory Data

The 2012 Community Benefit contribution by Sanford Health System is \$324,567,572.00, which includes \$63,851,023 from Sanford Fargo, \$563,230.85 from Sanford Mayville, \$3,560,971.91 from Sanford Thief River Falls, \$759,496 from Sanford Wheaton, \$10,121,949 from Sanford Bemidji, and \$210,444,057 from Sanford Sioux Falls Medical Center.

The annual community benefit report is divided into two sections. The first section captures the losses incurred through the provision of traditional medical care; the second section captures expenditures in community benefit programmatic categories.

An explanation of the FY 2012 data follows:

Charity Care and Other Means-Tested Government Programs

Charity care is free or reduced health services provided to persons who cannot afford to pay and who meet the organization's financial assistance policy criteria. Charity care is reported in terms of cost, not charges. Charity care does not include bad debt. Sanford Health's contribution for charity care for FY 2012 was \$30,479,591.00

Government-sponsored means-tested healthcare community benefits include unpaid costs of public programs for low income persons. This reflects the shortfall that is created when the facility receives payments that are less than the cost of caring for public program beneficiaries. This payment is not the same as contractual allowance, which is the full difference between charges and government payments. The unpaid cost of Public Programs (Medicaid and Medicare) is \$225,198,106.09.

Sanford Health System's contribution for low or negative margin services during FY 2012 is \$ 3,407,463.00. The following services are included in this category: Hospital outpatient services such as trauma care, blood bank, and the coordinated treatment center, Life Flight Services, hospice services, regional clinics, and hospital-based physician services that support trauma and general medicine such as hospitalists, ER physicians and intensivists.

Community Health Improvement Services

Community health improvement services are activities that are carried out to improve community health; they extend beyond patient care activities and are usually subsidized by the healthcare organization. These services do not generate patient care bills.

Sanford contributed \$2,793,595.00 for community health improvement services which includes community health education and community-based clinical services.

Community health education includes lectures, presentations, and other group programs and activities apart from clinical or diagnostic services. Key components of this category include the following community health education services which detail just some of the programs contributed by Sanford Health Fargo during FY 2012:

- Cancer education
- Car Fit services for seniors where senior patients are evaluated by an occupational therapist to make certain that the car is adjusted to the patient's needs and assuring that every effort is made to improve safe driving conditions
- A Cardiovascular Symposium for health professionals which provided future direction in cardiac care and treatment
- Patient diabetes education classes
- The Diabetes Advisory Board is part of the national certification as an American Diabetes Association Program. This advisory is comprised of healthcare professionals and patients who work to improve the care and outcomes for patients with diabetes.
- Family parenting and sibling classes

- A Nephrology Dialysis Transplantation Conference is sponsored by Sanford Health Fargo Region without registration fees, and is attended by over 400 healthcare providers from the region
- The Speaker's Bureau provides numerous healthcare experts from Sanford who respond to requests to address specific topics to a broad range of community organizations
- Numerous support groups are hosted by Sanford each month and receive indirect support as well as expert healthcare presentations as requested
- The annual Transplant Picnic is provided to celebrate patient successes and provide a time for informal interaction with the transplant team
- The Workforce Development K-12 contributions include the Adopt-a-School Program with Horace Mann and Roosevelt Elementary Schools, career days, Youth Medical Experience, and SCRUBS Camp
- The Ask-A-Nurse Program served 95,799 individuals from throughout the region and nation during FY 2012
- What to expect during Labor, Lamaze, Breastfeeding, and Caring for Newborn classes
- The childhood obesity prevention initiative provided direction for the standardization of materials for parents and children, weekly school lunchtime nutrition talks by a registered dietitian, and partnership with the development of WEB MD Sanford Fit program
- The Confident Living with an ICD meeting hosted by a cardiology specialists met with 125 patients from the Fargo Region during this program
- The licensed registered dietitians provided nutrition presentations to a broad audience through group meetings and through various media venues
- The Better Choices Better Health Program impacted 218 individuals who live with a chronic illness.
- The Consumer Health and Business Center served 5,973 individuals
- The Parish Nurse Program served faith communities throughout the region

Community Based Clinical Services are services and screenings provided on a one-time basis or as a special event in the community. These services are designed to meet identified community needs or improve community health. Key components of the Sanford Health Fargo Region Community Based Clinical Services for FY 2012 include the following:

- A shelter nurse program for homeless shelters which assessed and provided nursing care to 1,781 individuals
- Biomed outreach provided to the Family HealthCare Center, a federally funded clinic. The physics team assures quality standards are met.
- Support services for homeless populations including the Cooper House, the Coalition for Homeless, the Community of Care Task Force, Churches United for the Homeless, Gourmet Soup Kitchen, and a Foot Care Clinic.
- Foot Care Clinic
- Screenings for colorectal cancer, cholesterol, prostate cancer, school-based sports physicals, and comprehensive physicals
- Collaborated in the National Kidney Foundation KEEP Screening

Health Professionals Education

Sanford Health is committed to investing in education and to serving healthcare professionals from across the region and from other healthcare organizations. Medical students, dietitians, pharmacists, respiratory therapists, occupational therapists, nuclear medicine, nurses and other healthcare workers receive training at Sanford and stay to begin their careers with us or move on to other organizations where their Sanford training will be a benefit far beyond our walls. Sanford also hosted many professional development symposiums during FY 2012, including the annual Cardiovascular Symposium, the Diabetes Symposium, the Women and Children's Conference, and the Nephrology, Dialysis and Transplantation Conference, which was attended by over 400 healthcare providers. The contribution for health professionals education during FY 2012 was \$8,097,308.00.

Subsidized Health Services

Subsidized health services are clinical programs that are provided despite a financial loss so significant that negative margins remain after removing the bad debt, charity care and Medicaid shortfalls. The service is provided because it meets an identified community need, and if it were not offered by Sanford, it would either be unavailable or fall to the responsibility of the government or another not-for-profit organization. A total of \$4,472,027.00 was contributed to subsidizing health services during FY 2012.

Research

Contributions to research includes clinical and community health research as well as studies on healthcare delivery that are generalizable, shared with the public, and funded by a tax-exempt entity, the government or by our own organization. We do not count research that is used only internally or is proprietary. Research in this category may involve research papers prepared by staff for professional journals or presentations, or it may be a study of community health and the incidence rates of conditions for special populations. A total of \$12,646,450.00 was contributed to research during FY 2012.

Cash and In-Kind Contributions to Community Groups

In-kind services include hours contributed by staff to the community while on work time. This category may also include overhead expenses and the donation of equipment and supplies. Cash donations are provided to other not-for-profit community organizations, and are aligned with the mission and strategic priorities to meet the community needs. During FY 2012 Sanford contributed \$19,351,105.00 in cash to other not-for-profit organizations and \$311,351.00 through in-kind donations.

Community Building Activities

Community building activities include programs and services that address the cause of health problems such as poverty, homelessness and environmental problems. Key components of this category include physical improvements and housing, economic development, community support, environmental improvements, coalition building, leadership training for community members, workforce development and advocacy for healthcare improvements. Sanford contributed \$613,445.00 in community building activities during FY 2012.