

Rural Health Network Development Program

Grant Number: D06RH27789

**Samaritan North Lincoln Hospital
3043 NE 28th Street
Lincoln City, OR 97367-3737**

Strategic Plan

“Healthy Smiles For All”

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1. Program Description & Shared Vision

The Coast to Cascades Community Wellness Network (CCCWN) addresses regional health priorities through implementation of collaborative, evidence-based approaches across our region. Our mission is: “To provide leadership to enhance the health of communities through development and support for collaborative regional partnerships and community health programs in Benton, Lincoln and Linn Counties.” After four years focused on childhood obesity, the network designated oral health as the network’s top priority in July 2013. The Healthy Smiles for All Initiative will improve the oral health of uninsured, underinsured, homeless and/or low-income residents in rural Lincoln and east Linn Counties. Specific objectives and activities of this Initiative include 1) a comprehensive network strategic planning process and development of a strategic plan with a focus on oral health, 2) integration of oral health care into 16 rural primary care, pediatric and OB/GYN clinics; and three community sites, two Women, Infants and Children (WIC) offices, and four Head Start programs, 3) annual delivery of comprehensive oral health education for health care providers utilizing Smiles for Life: A National Oral Health Curriculum for Primary Care Providers and the First Tooth program, 4) annual review and adaptation of Initiative activities, based on evaluation data, and 5) a region-wide public oral health media campaign.

The importance of oral health has long been marginalized by both the health system and the public, yet dental care is the second largest out-of-pocket medical expense in the US. With about 25% of the population in Oregon, particularly rural and low-income populations, lacking dental insurance, many forego regular exams and needed treatment. Consequently, 3,800 children and over 10,000 adults in Oregon suffer from pain related to untreated oral disease. This is especially true for individuals who are uninsured, underinsured, homeless and/or low income. The most recent data from Children’s First of Oregon show that close to 5,000 children in Lincoln and Linn counties are uninsured. The 2012 County Health Rankings reported over 25,000 uninsured adults reside in Lincoln and Linn counties. Due to the cost of care, these individuals are largely unable to access preventive dental care or basic treatment, resulting in high levels of untreated oral pain and overutilization of local emergency department services that are costly and ultimately ineffective at treating dental problems. Both Lincoln County and east Linn County are HPSA dental shortage areas.

Healthy Smiles for All program members include Samaritan North Lincoln Hospital, Samaritan Lebanon Community Hospital, Benton-East Linn Federally Qualified Health Center, Capitol Dental Care, Head Start and the River Center. The CCCWN membership consists of key leaders and decision-makers from health care, schools, universities, government agencies, non-profit organizations and tribal councils representatives.

With a vision to lead and sustain a system of partnerships of agencies and organizations working together to provide integrated services and programs to promote individual and community health, the CCCWN meets quarterly, while the CCCWN Steering Committee meets every other month. During the formal meetings the vision is reviewed. Members of the CCCWN also serve as the chairs to the various sub-committees that meet monthly and conduct regular vision check-ins.

2. Strategic Planning Approach and Design

Unlike urban communities, rural areas, such as the central Oregon coast and the foothills of the Cascade Mountains, tend to have fewer health, community and financial resources available to commit to oral health. Additionally, access to dental care providers is limited in our rural communities, particularly those of Lincoln County and east Linn County. Services offered by our health departments, Federally Qualified Health Centers, School-Based Health Centers and non-profit organizations do not provide adequate care and support when working in isolation. The need for a comprehensive strategic plan will ensure success of the program and on-going coordination within the CCCWN.

Through this Initiative, the CCCWN will implement a multi-faceted strategy to improve oral health among the rural populations of Lincoln and east Linn counties, focusing on uninsured, underinsured, low-income and homeless populations. Strategy components include:

1. Conduct facilitated network development activities to support the CCCWN efforts on oral health.
2. Provide preventive and basic dental care in rural primary care and pediatric clinics in Lincoln and east Linn Counties.
3. Conduct a comprehensive oral health education campaign for providers, utilizing Smiles for Life: A National Oral Health Curriculum for Primary Care Providers and the First Tooth curriculum.
4. Conduct a regional media campaign to increase knowledge and awareness of importance of oral health and educate patients about the new EPDH services available at their local clinics.

The network strategic planning process took place over the course of the first project year and laid the groundwork for the oral health initiative.

The CCCWN utilized the standard strategic planning framework that includes assessment, activity design, implementation, evaluation and improvements. The strategic planning process and evaluation findings were discussed quarterly at each CCCWN meeting and monthly at the meetings of the CCCWN Steering Committee. We will continue to utilize the SMART goals during the implementation process to check for specifics, measureable, achievable, relevant and timely goals.

The strategic planning process helped to strengthen the network and re-establish positive relationships among members in the face of the upcoming changes resulting from the Affordable Care Act. The level of cooperative participation in the development of the comprehensive strategic plan was high. In order for a planning process to be successful it must be inclusive at both the leadership level and with the frontline workers. To achieve this success, we included the CEO's Samaritan North Lincoln and Samaritan Lebanon Community Hospitals, Directors of the Lincoln and Linn Counties Health Services Departments, school district leadership and staff from Lincoln and Linn Counties, Oregon Department of Education, Capitol Dental, Non-Profit Organizations, Community Action Agencies, local Government Representatives from Lincoln and Linn Counties, local Dentists, Expanded Practice Dental Hygienists, Dental Office Staff and input from clients.

3. Environmental Scan and Analysis

Requested Environmental Scan Data	Notes
<ul style="list-style-type: none"> Organization mission, values, and vision 	Yes
<ul style="list-style-type: none"> Current or most recent strategic plan 	Yes
<ul style="list-style-type: none"> Most recent board summary 	Yes
<ul style="list-style-type: none"> List of board members, including: Name, job title, employer and length of service 	Yes
<ul style="list-style-type: none"> Business plan 	N/A
Business Development	N/A
<ul style="list-style-type: none"> Summary of financial environment and primary revenue streams Schedule of membership dues/subscription Key financial indicators, such as months cash on hand Financial forecast 2-3 years 	
Customers and Partners	
<ul style="list-style-type: none"> List of partner organizations and brief description of collaboration history 	Yes
<ul style="list-style-type: none"> List of local and regional competitors and description of competitive services 	N/A
<ul style="list-style-type: none"> Most recent market analysis (website and social media) 	N/A
<ul style="list-style-type: none"> Member needs assessment results or collaboration assessment results 	Yes
<ul style="list-style-type: none"> Customer satisfaction survey results 	N/A
Internal Process	
<ul style="list-style-type: none"> List of services 	Yes
<ul style="list-style-type: none"> Communication plan tracking 	Yes
<ul style="list-style-type: none"> Summary of Quality Improvement plan 	Yes
<ul style="list-style-type: none"> Technology profile 	N/A
Staff Development and Culture	N/A
<ul style="list-style-type: none"> Staff satisfaction survey results, if available 	
Program or Significant Project Progress	
<ul style="list-style-type: none"> Grant project work plan update and progress report 	Completed and submitted

4. Strategic Objectives

In addressing the needs around Oral Health, our focus has been directed toward proven interventions that improve the oral health of uninsured, underinsured, homeless and/or low-income residents in rural Lincoln and east Linn Counties.

The CCCWN vision is to enhance the health of children and their families through the delivery of evidence based and/or innovative community health promotion services targeting these focus issues. There is consensus in the group that all the issues are interrelated.

Focus Issues that have been identified by the CCCWN are:

Childhood Obesity	Pregnancy/Prenatal Care
Oral Health	Chronic Care
Access to Care	Tobacco Prevention and Cessation
Homelessness	Mental Health/Behavioral Health

Coast to the Cascades Community Wellness Network

Mission: To provide leadership to enhance the health of communities through development and support for collaborative regional partnerships in Benton, Lincoln and Linn Counties.

Vision: The Coast to the Cascades Community Wellness Network leads and sustains a system of partnerships of agencies and organizations working together to provide integrated services and programs to promote individual and community health.

Partnerships

Childhood Obesity Partnership

Mission: To enhance the health of children and their families through the delivery of evidence-based and/or innovative community health promotion services targeting obesity.

Oral Health Partnership

Mission: To enhance the health of children and their families through the delivery of evidence-based and/or innovative community health promotion services targeting oral health.

Pregnancy/Prenatal Care Partnership

Mission: To enhance the health of children and their families through the delivery of evidence-based and/or innovative community health promotion services targeting pregnancy/prenatal care.

Chronic Care Partnership

Mission: To enhance the health of children and their families through the delivery of evidence-based and/or innovative community health promotion services targeting chronic care.

Mental Health/Behavioral Health Partnership

Mission: To enhance the health of children and their families through the delivery of evidence-based and/or innovative community health promotion services targeting mental and behavioral health.

Access to Care Partnership

Mission: To enhance the health of children and their families through the delivery of evidence-based and/or innovative community health promotion services targeting access to care.

Tobacco Prevention Partnership

Mission: To enhance the health of children and their families through the delivery of evidence-based and/or innovative community health promotion services targeting access to tobacco prevention and cessation.

Homelessness

Mission: To enhance the health of children and their families through the delivery of evidence-based and/or innovative community health promotion services addressing homelessness.

5. Communication Plan

Communication plan that will be used to communicate within the network

The CCCWN will use multiple processes to communicate within the network, including monthly email updates by staff, an annual newsletter to CCCWN members, and placement of the meeting minutes and agendas on the upcoming website. The CCCWN staff will be the link between members of the network. The Network Director will utilize the email system and social media to communicate with network members. The Network Director will work with the Steering Committee chairperson to set the agenda for the quarterly meetings of the full CCCWN and monthly meeting of the CCCWN subcommittees. The CCCWN meets face-to-face, rotating meeting locations between counties. Meeting locations have web access to allow members who are unable to travel to participate via webcams. The CCCWN believes meeting in person helps to improve the relationships and communications among organizations.

Stakeholder	Need/Use	Mode	Method	Timing
Local Health Departments	Alignment with policies and procedures and service delivery.	Monthly Meetings and emails	Organizational Outreach	Y 1 Q2
Samaritan Hospitals	Alignment with policies and procedures and service delivery	Monthly Meetings	Internal/Employee relations	Y1 Q2
Samaritan Clinics	Alignment with interprofessional care team training	Weekly Meetings and emails	Internal/Employee relations	Y1 Q2
Neighbors For Kids	Alignment with support activities	Weekly/Monthly Meetings and email	Organizational Outreach	Y1 Q3
East Linn/Benton Federally Qualified Health Center	Alignment with policies and procedures and service delivery	Monthly Meetings and email	Organizational Outreach	Y1 Q2
COMP NW Medical School	Alignment with policies and procedures	Monthly Meetings and email	Organizational Outreach	Y1 Q2

Oregon Health Plans	Alignment with home health care coordination	Quarterly Meetings and email	Organizational Outreach	Y1 Q2
Community Outreach Inc.	Alignment with service delivery	Quarterly Meetings and email	Organizational Outreach	Y1 Q3
Community Services Consortium	Alignment with policies and procedures	Quarterly Meetings and email	Organizational Outreach	Y1 Q2
Confederated Tribes of Siletz Indians	Alignment with policies and procedures and service delivery	Monthly Meetings	Organizational Outreach	Y1 Q3
Consultants	Evaluation	Monthly Meetings and email	Organizational Outreach	Y1 Q1
Oregon Dental Plans	Alignment with service delivery	Weekly/Monthly Meetings and email	Organizational Outreach	Y1 Q1

6. Operationalize with Work Plan

Goals and objectives of the network's proposed grant-funded activities

Initiative Goal: Improve the oral health of uninsured and underinsured residents in the rural communities of Lincoln and east Linn Counties.

Objective 1: Develop a strategic plan to address health disparities in Lincoln and east Linn with a focus on oral health and begin implementation by 2015.

Objective 2: Integrate oral health care into 80% of primary, pediatric and OB/GYN clinics, 100% of WIC offices and Head Start programs by 2017.

Objective 3: Establish annual comprehensive oral health education training for health care providers, to be attended by 90% of providers associated with the Healthy Smiles Initiative by 2017.

Objective 4: Review and adapt Initiative activities during the first quarter each year, based on evaluation information regarding effective practices or identification of unanticipated innovative strategies, beginning 2015.

Objective 5: Develop and conduct a region-wide public oral health media campaign to educate the public about oral health, reaching 100,000 community members (unduplicated count) by 2017.

Inputs	Activities	Outputs	Outcomes	Impact
Staff Consultants Evaluator Coalition Members Collaborators Community Partners Training Equipment Educational Materials Media Materials	A. Hire Staff B. Hire Evaluator & Consultants C. Conduct Needs Assessment D. Develop Oral Health Regional Strategic Plan E. Meet with Medical and Dental Team F. Develop /Finalize Referral Process G. Add Expanded Practice Dental Hygienists to clinics H. Develop/Finalize Charter I. Develop/Launch Education & Media Campaign J. Develop/Finalize Evaluation Plan	A.Oral Health Coordinator and County Activities Coordinators hired in y1. B.Evaluator & Consultants hired in y1. C.Needs Assessment completed in y1. D. Oral Health Regional Strategic Plan completed in y1. E.Medical and Dental team meet to finalize co-location plan in y1 F.Medical and Dental team finalize the referral process for joint services in y1. G.EPDH co-located in 4 clinics in y1, 3 clinics in y2 and 4 clinics in y3.	Coordinated services provided Comprehensive health services provided Family-centered patient care services provided Collaborating partners committed Comprehensive services sustained	Patient-Centered Primary Care Homes complete Patient-Centered system of care established Comprehensive services sustained

		<p>H.Members approved charter in y1.</p> <p>I.Education & Media Campaign is launched in y1, y2, y3</p> <p>J. Evaluation plan is finalized in y1 and updated in y2.</p>		
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7. Monitoring and Adjusting with Evaluation Plan

Research Question	Measurement	Tools	Timeline/Frequency
Is the Coast to the Cascades Community Wellness Network (CCCWN) sustainable after the grant ends?	Meeting frequency and attendance.	Meeting minutes and agendas	Quarterly meeting minutes
	Increased collaboration among members	Memorandums of agreements	Updated MOA Collaborative opportunities
Are medical patients accessing dental care in medical clinics?	Number of self-pay and Medicaid patients receiving care in the medical clinics.	Patient records Dental referrals	Monthly records
Does outreach and education improve patients accessing dental services?	Number of self-pay and Medicaid patients receiving care in the medical clinics	Patient records Dental referrals	Monthly records