HSHS St. Anthony's Memorial Hospital

Community Health Needs Assessment Report & Implementation Plan

A Collaborative Approach to Impacting Population Health in Effingham and Jasper Counties

June 1, 2015

HSHS St. Anthony's Memorial Hospital is an affiliate of Hospital Sisters Health System, a multi-institutional health care system comprised of 14 hospitals and an integrated physician network serving communities throughout Illinois and Wisconsin.

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Executive Summary

Background

Provisions in the Affordable Care Act (ACA) require charitable hospitals to conduct a Community Health Needs Assessment (CHNA) and adopt implementation strategies to meet the needs identified through the CHNA. The CHNA is a systematic process involving the community to identify and analyze community health needs as well as community assets and resources in order to plan and act upon priority community health needs. This assessment process results in a CHNA Report which is used to plan, implement, and evaluate Community Benefit activities. Once the CHNA Report is completed, a set of implementation strategies is developed based on the evidence and assets and resources identified in the CHNA process.

Every three years, affiliates of Hospital Sisters Health System, including HSHS St. Anthony's Memorial Hospital, are required to conduct a CHNA and to adopt an Implementation Plan by an authorized body of the hospital in the same taxable year, and make the report widely available to the public. The hospital's previous CHNA Report and Implementation Plan was conducted and adopted in FY2012. In addition, the hospital completes an IRS Schedule H (Form 990) annually to provide information on the activities and policies of, and Community Benefit provided by the hospital.

To comply with these requirements, St. Anthony's Memorial Hospital led a collaborative approach in conducting its CHNA and adopting an Implementation Plan in FY2015 (July 1, 2014 through June 30, 2015) in partnership with representatives from the community. Upon completion of the CHNA, the hospital developed a set of implementation strategies and adopted an Implementation Plan to address priority community health needs.

Identification and Prioritization of Needs: The study area for the CHNA included both Effingham and Jasper Counties. Southern Illinois University School of Medicine's Office of Community Health and Center for Clinical Research conducted the quantitative and secondary data analysis for both counties. Data was extracted on the demographics and health status of these communities from primary and secondary data sources. These sources included federal or state level health agencies, such as the Center for Disease Control and Prevention and the Illinois Department of Public Health, and non-profit and academic entities. Supplemental data was also collected from the 2012-2017 Effingham County Health Department's I-PLAN. In addition, the University of Illinois, Springfield Survey Research Office conducted focus groups consisting of community leaders, physicians, local school district representatives, religious leaders, and other health care professionals in both counties. This input, combined with the quantitative and secondary data was shared with the two leading CHNA committees, the Alliance for a Healthier Effingham County and the Jasper County Steering Committee for further input. In addition to these committees, the results of the CHNA were also shared with St. Anthony's Board of Directors, Hospital Advisory Council, Physician Strategy Committee, and Medical Executive Committee.

Following these input sessions, both CHNA committees then ranked the findings based on the severity and urgency of the health need; health disparities associated with the findings; the importance the community places on addressing the health need; local expertise, and the community assets and resources that could be leveraged through strategic collaboration in the hospital's service area to address the health need. The needs identified and prioritized through this process for both counties combined include: 1. Access to Primary Care; 2. Chronic Disease: Diabetes; 3. Cerebrovascular Disease: Stroke; 4. Nutrition; and 5. Smoking

Implementation Plan Development: As part of the engagement process with key stakeholders, attention has been given to natural partnerships and collaborations that will be used to operationalize the Implementation Plan. The Implementation Plan is considered a "living document" – a set of strategies that can be adapted to the lessons learned while implementing Community Benefit programs and services relevant to the priority needs. The broader set of community health needs will continue to be monitored for consideration as future focus areas.

I.   Introduction

Background

HSHS St. Anthony's Memorial Hospital is a fully licensed and accredited, not-for-profit, general acute care health facility located in Effingham, Illinois. It is licensed for 133 beds and is an Affiliate of Hospital Sisters Health System. St. Anthony's serves both the Effingham community and the south-central region of Illinois with a combined population of over 250,000 people. St. Anthony's service area includes the counties of Effingham, Jasper, Clay, Cumberland, Fayette, and Shelby with Effingham and Jasper Counties as its primary service area. Tertiary service area includes the counties of Coles, Clark, Crawford, Marion, Richland, and Wayne.

Current Services and Assets

Major Centers & Services	Statistics	New Services & Facilities
• Emergency Services • Prairie Heart Institute & Vascular Center • Orthopedic Services • Physical Rehab and Occupational Therapy Services • Women's & Children's Services • Center for Interventional Pain Management • Wound Healing Center • Home Care • Hospice Care • Convenient Care	• Total Beds: 133 • Total Colleagues: 748 • Inpatient admissions: 5,096 • ED visits: 23,891 • Births: 711 • Inpatient surgeries: 8,213 • Case Mix Index: 1.31 • Physicians on Medical Staff: 71 • Volunteers: 234 • Community Benefit: $6.7 million	• Home Care & Hospice Services have expanded into a total of 22 counties. • New Ambulatory Care Center planned to open in 2016 will relocate outpatient services into one centralized location for added convenience for area residents. • Collaboration with the Effingham Park District and City of Effingham allows St. Anthony's to offer a Wellness

• Diagnostic Centers		Center in the Richard E. Workman Sports & Wellness Complex, improving access for our patients and setting the stage for expansion of community wellness services. • Convenient Care Clinic opened to provide services late-afternoon and evening hours on weekdays, and on weekends for non-emergency patients providing increased access to health care for area residents.

Mission Statement:

To reveal and embody Christ's healing love for all people through our high quality Franciscan health care ministry.

Recent Awards and Recognitions

St. Anthony's is continually advancing the quality and safety we provide to our patients as well as enhancing their experience. Below are a few of the awards that we received in 2013 & 2014 related to these measures.

The Joint Commission recognized St. Anthony's as a 2013 Top Performer on Key Quality Measures®. We were recognized for our excellence in accountability measure performance shown to improve care for certain conditions, being one of only 1,224 hospitals in the United States to achieve the distinction as a 2013 Top Performer.

During this same year, St. Anthony's Wound Healing Center received the *Robert A. Warriner Center of Excellence Award* from Healogics, the nation's leading wound care management company. The Wound Healing Center received this award for achieving *Center of Distinction* outstanding patient outcomes for two consecutive years. The Wound Healing Center has achieved patient satisfaction over 92%, and a 91% wound healing rate within 30 median days to heal, among other quality outcomes. This is the fourth year in a row that St. Anthony's Wound Healing Center has received this distinguished honor.

St. Anthony's Memorial Hospital's Center for Interventional Pain Management was named a winner of the 2013 Guardian of Excellence Award by Press Ganey Associates, Inc. The Guardian of Excellence Award recognizes top-performing facilities that consistently achieved the 95th percentile of performance in Patient Satisfaction. The Press Ganey Guardian of

Excellence Award is a health care industry symbol of achievement. Fewer than 5% of all Press Ganey clients reach this threshold and consistently maintain it for the one-year reporting period.

St. Anthony's was one of 16 organizations who received the Community Service Excellence Award from the C.E.F.S. Economic Opportunity Corporation Board of Directors "for continually seeking new ways to support our agency with the intent of better enabling us to help people and change lives. Your commitment and contributions to our organization helped us achieve our mission." The award was the result of St. Anthony's donating funds to cover the fifth days of Meals-On-Wheels to the communities of Effingham, Beecher City, Clay City, Dieterich, Louisville, Ramsey, and Vandalia through September 30, 2014.

Community Health Needs Assessment Population

For the purpose of this CHNA, St. Anthony's defined its primary service area and populations as Effingham and Jasper counties. The hospital's patient population includes all who receive care without regard to insurance coverage or eligibility for assistance.

Demographics

St. Anthony's primary service area is comprised of approximately 978 square miles with a population of approximately 43,940 and a population density of 44.9 per square mile. The service area consists of the following rural communities:

Effingham County: Cities/Towns	Jasper County: Cities/Towns
• Effingham • Altamont • Beecher City • Dieterich • Edgewood • Mason • Montrose • Shumway • Teutopolis • Watson	• Newton • Hidalgo • Ste. Marie • West Liberty • Wheeler • Willow Hill • Yale

II.   Defining the Purpose and Scope of the Community Health Needs Assessment

The purpose of the CHNA was to:
1. evaluate current health needs of the hospital's service area,
2. identify resources and assets available to support initiatives to address the health priorities identified,
3. develop an Implementation Plan to organize and help coordinate collaborative efforts impacting the identified health priorities, and
4. establish a system to track, report and evaluate efforts that will impact identified population health issues on an ongoing basis.

III. Data Collection and Analysis

The overarching framework used to guide the CHNA planning and implementation is based on the Catholic Health Association's (CHA) Community Commons CHNA flow chart below:
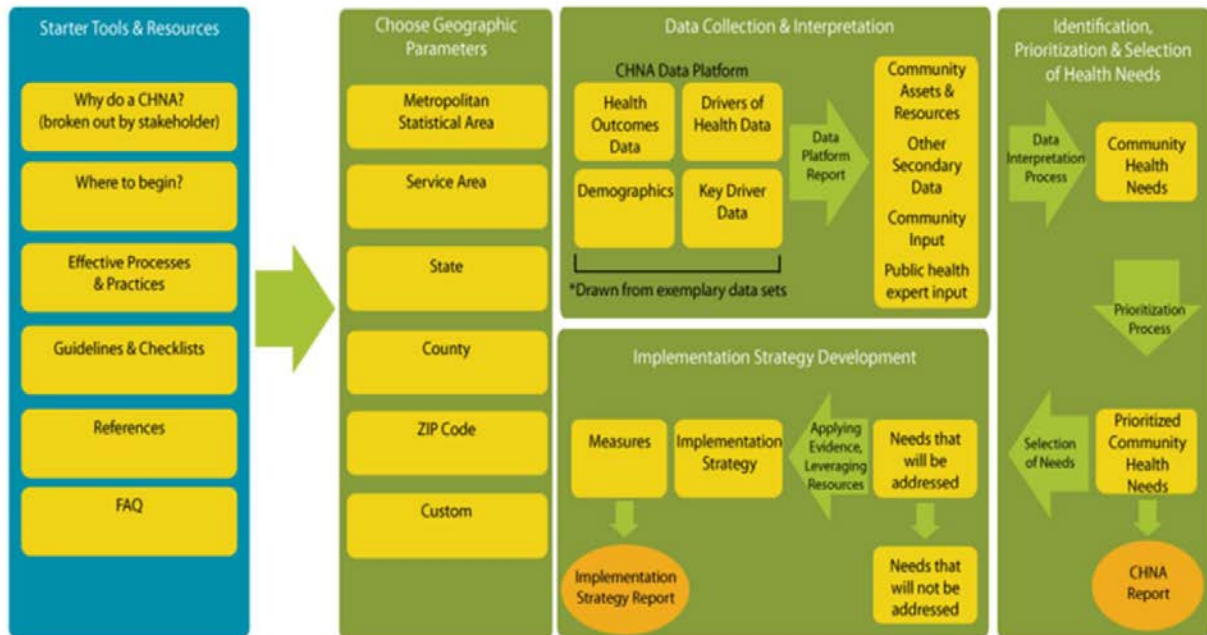
IV. Establishing the CHNA Infrastructure and Partnerships

St. Anthony's provided leadership for the CHNA working in partnership with members of The Alliance for a Healthier Effingham County in Effingham County and the Jasper County Steering Committee in Jasper County. In addition to representatives from St. Anthony's leadership teams, these committees include representatives from other health care organizations, mental health and dental care providers, area schools, government, media, charitable agencies, community organizations, business and local community members.

HSHS St. Anthony's Memorial Hospital undertook an 11 month planning and implementation effort to develop the CHNA, identify and prioritize community health needs for its service area, and formulate an implementation plan to guide ongoing population health initiatives with like-missioned partners and collaborators. These planning and development activities included the following internal and external steps:

Timeline:
October 2014

- Secondary data collection gathering by Southern Illinois University Center for Clinical Research (SIU).

November 2014
- Focus Group Discussions moderated by University of Illinois – Springfield Survey Research Office (UIS).
- November 3 – Focus Group at Park Lanes in Newton
- November 6 – Focus Group in Board Room
- November 7 – Focus Group in Board Room

December 2014
- Draft of Focus Group Discussions reviewed.
- Draft of secondary data collection reviewed and combined with focus group discussions.
- Both combined with data from Effingham County Health Department's IPLAN.
- Draft of St. Anthony's CHNA completed.
- Identification of initial priorities from primary/secondary data and focus group information completed.

January/ February 2015
- Initial findings and priority discussion completed with St. Anthony's leadership which include:
  - Administrative Team
  - St. Anthony's Leadership Team
  - Physician Strategy Committee
  - Hospital Advisory Council
- February – Initial findings and input from St. Anthony's leadership reviewed with Effingham Alliance and Newton Steering Committee. Both committees asked to rank priorities.

March/April 2015
- Priorities identified by both Committees.
- Draft of Formal Community Health Needs Assessment and Implementation Strategy begins.

May 2015
- Implementation Strategy draft shared with Administrative Team for approval
- May 26 - Implementation Strategy and data report presented to Board for approval

Quantitative Analysis

Southern Illinois University School of Medicine's Office of Community Health and Center for Clinical Research conducted the quantitative and secondary data analysis. Data was extracted on the demographics and health status of these communities from the data sources noted below. In addition, the University of Illinois, Springfield Survey Research Office conducted focus groups consisting of community leaders, physicians, local school district representatives, religious leaders, and other health care professionals.

Summary of Data Sources

Source	Description
US Census	National census data is collected by the US Census Bureau every 10 years. Additional subsets of census bureau data include the American Community Survey and the Small Area Health Insurance Estimates. These subsets are collected continuously and may be aggregated over multiple years to provide data at the county level (e.g. American Community Survey data is from 2008-2012).
Behavioral Risk Factor Surveillance System (BRFSS)	The BRFSS is the largest, continuously conducted telephone health survey in the world. It enables the Center for Disease Control and Prevention (CDC), state health departments and other health agencies to monitor modifiable risk factors for chronic diseases and other leading causes of death.
Feeding America	The Feeding America "Mapping the Meal Gap" provides a food insecurity measure that incorporates lack of access to enough food for an active, healthy life for all family members and limited/unavailability of foods with adequate nutrition.
Area Health Resource File	The Area Health Resource File draws from 50+ sources of county-level data related to demographics, healthcare professions, and hospital and healthcare facilities.
Center for Medicare and Medicaid Services	CMS (Medicare) administrative claims data includes measures on chronic condition prevalence, spending, and health care utilization from 2007-2011 at the county level.

Dartmouth Atlas of Health Care	The Dartmouth Atlas Project examines patterns of health care delivery and practice, namely utilizing Medicare data. Data from the Dartmouth Atlas Project are generally presented at the hospital referral region level, but the County Health Rankings were able to obtain a small subset of health indicators at the county level.
Illinois Department of Public Health IQUERY	This community health database facilitates queries of a variety of health behavior, substance use, and clinical care indicators. Effingham County IPLAN 2012-2017.
USDA Food Environment Atlas	The Food Environment Atlas incorporates food environment factors, such as proximity to stores, food prices and assistance programs, and community characteristics that influence food choices and quality.
Uniform Crime Reporting-FBI	The Uniform Crime Reporting data from the FBI is a primary source of violent crime data (homicide, rape, robbery, and aggravated assault). For the purposes of this report, this data is extracted from County Health Rankings, where it is a socioeconomic indicator incorporated into the rankings.
Diabetes Interactive Atlas	This CDC data source graphically displays, at a county level, prevalence and trends of obesity, diabetes, and other related factors.
National Center for Health Statistics (NCHS)	SEER*stat is a cancer incidence and mortality statistical software program that has National Vital Statistics mortality data (from the National Center for Health Statistics) embedded within it, including cancer and other causes of mortality.
CDC Wonder	CDC Wonder is a query system that includes a variety of public health measures, including environmental, chronic disease.

Qualitative Analysis

Qualitative data was reviewed to help validate the selection of health priorities. In alignment with IRS Treasury Notice 2011-52,2 data reviewed represented 1) the broad interests of the community, and 2) the voice of community members who were medically underserved, minorities, low-income, and/or those persons with chronic illnesses.

The University of Illinois, Springfield, Survey Research Office conducted focus groups consisting of community leaders, physicians, local school district representatives, religious leaders, and other health care professionals in both counties. This input, combined with the quantitative and secondary data was shared with the two leading CHNA committees, the Alliance for a Healthier Effingham County and the Jasper County Steering Committee for further input. The results of the CHNA were also shared with St. Anthony's Board of Directors, Hospital Advisory Council, Physician Strategy Committee, and Medical Executive Committee.

As a collective, members of these focus groups and committees represented the broad interests of the community served by the hospital, including those with special knowledge of, or expertise in public health (local, regional, and state). Members of medically underserved, low-income and minority populations served by the hospital or individuals or organizations representing the interests of such populations also provided input. The medically underserved are members of a population who experience health disparities, are at risk of not receiving adequate medical care as a result of being uninsured or underinsured, and/or experiencing barriers to health care due to geographic, language, financial or other barriers.

Members of the Alliance for a Healthier Effingham County and the Jasper County Steering Committee were chosen based on their unique expertise and experience, informed perspectives and involvement with the community. Committee members included.

Alliance for a Healthier Effingham Community Member	Area of Expertise
Sister Carol Beckermann, OSF	Catholic Charities of Effingham Director, low-income, medically underserved, minority populations, charity care
Dorothy Behrns, APN	Family Nurse Practitioner, Family Care Associates, Effingham, nursing, low-income, minority populations, medically underserved
Jeff Bloemker	Heartland Human Services Executive Director, Mayor of Effingham, Mental Health, medically underserved
Jean Bohnhoff	Effingham County Committee on Aging, Executive Director, low-income, minority populations, medically underserved
Mary Finley, RN, BSN, MBA, CPHQ, CPPS	HSHS St. Anthony's Memorial Hospital, Director of Quality Improvement
Jennifer Fox	Early Learning Center, Principal, minority populations, low-income

JoAnn Garbe, RN	Registered Nurse
Rosie Gibbons	Siemer Milling Co., Research and Development
Rob Grupe	Heartland Human Services, Case Manager, mental health, medically underserved
Lisa Hoelscher	HSHS St. Anthony's Memorial Hospital, Community Benefit Specialist
Dr. Charles Horin, DDS	Horin Dentistry, dentist, low-income
John Kingery	Kingery Printing, Owner, Chairman of HSHS St. Anthony's Memorial Hospital Board of Directors
Bonnie Kruse, MSRDS	HSHS St. Anthony's Memorial Hospital, Clinical Nutrition Manager
Norma Lansing	Effingham Chamber of Commerce, President
Rebecca Merton, FNP	Effingham County Health Department Administrator, Public Health Administrator, low-income, minority populations, medically underserved, disease management, public health
Cheryl Meyers	Effingham County Probation Department, Chief Managing Officer
Greg Sapp	Premier Broadcasting, Owner/Station Manager
Terriann Tharp	HSHS St. Anthony's Memorial Hospital, Director of Marketing and Communications

Jasper County Steering Committee Community Members	Area of Expertise
Ken Albrecht	Retired Veterinarian
Scott Bloomberg, DC	Bloomberg Chiropractic, low-income, medically underserved, public health
Mark Bolander	Mayor of Newton
Tom Brown	Retired Engineer
Meredith Cornwell	Rides Mass Transit District, Assistant Coordinator, minority populations, low-income
Lisa Hoelscher	HSHS St. Anthony's Memorial Hospital, Community Benefit Specialist
Darla Johnson, RN	Jasper County School Nurse, low-income, minority populations, medically underserved,, disease management, public health
Jeannie Johnson, MS	Jasper County Health Department, Director, low-income, minority populations, medically underserved, disease management, public health
Roger Kinder	Community Member, fitness advocate
Ken Larimore	University of Illinois Extension, Educator

Debbie Rubsam, BS	Jasper County Health Department, Administrator, low-income, minority populations, medically underserved, disease management, public health
Terriann Tharp	HSHS St. Anthony's Memorial Hospital, Director of Marketing and Communications
Bill Weber	Jasper County Economic Development Coop Chairperson, low-income, medically underserved, minority populations

V. Identification and Prioritization of Needs

Data gathered for the CHNA identified eleven areas of opportunity. As previously stated, members of each committee used a ranking system to evaluate the areas of opportunity which were identified. The top five of these priorities were then re-evaluated on the basis of several criteria. The criteria included: evaluating the impact and seriousness of the issue, determining the magnitude of the number of people it affects, assessing the feasibility in addressing the issue and considering the consequences of inaction. The ranking results were then shared at steering committee meetings for discussion. The results from the ranking process and group discussion led the committees to select the following areas for project development.

1. **Access to Primary Care**
2. **Chronic Disease: Diabetes**
3. **Cerebrovascular Disease: Stroke**
4. **Nutrition**
5. **Smoking**

VI. Implementation Plan

HSHS St. Anthony's Memorial Hospital will partner with various organizations to develop, implement, monitor and evaluate both new and ongoing initiatives that address the identified priority community health needs. The set of implementation strategies and interventions are contained in the Implementation Plan which was approved and adopted by an authorized body of the hospital. The implementation strategies and interventions will include, but are not limited to, the following initiatives in each of the following categories.

1. <u>Access to Primary Care</u>
   a. **Goal:** To provide access to primary care services to individuals who are unable to attain these services due to financial burden or location of residence.

   Measure: During the period of open enrollment on the HIE, November 1, 2015 to January 31, 2016, St. Anthony's will hold one education event for the

community, distribute one news release to the local media about open enrollment and place information on the hospital's website. The need for services of a hospital-based enrollment counselor will be evaluated prior to the enrollment period.

Measure: In accordance with St. Anthony's Medical Staff Development Plan, St. Anthony's will pursue the recruitment of a primary care provider for Jasper County.

Measure: St. Anthony's will continue to offer medical services at its Convenient Care clinic for residents who cannot access their primary care physician during regular office hours or on weekends. In keeping with our Mission, health care services are available to all, regardless of ability to pay.

Measure: St. Anthony's will continue to partner with Catholic Charities to provide access for adults, age 18 plus for emergent tooth extraction. The program is provided to uninsured and underinsured community members. Additional education and awareness of the program will be provided through the hospital's website and educational materials available at Catholic Charities, area health fairs, and food pantries.

Measure: In collaboration with local school districts, St. Anthony's will begin offering vision and hearing testing to local schools as required by the State of Illinois. This program was historically offered through the County Health Department; however, recent budget cuts have led to the elimination of this program by our local health department. To offset the financial burden for school districts of contracting with private agencies to provide the service or passing the cost on to area residents, St. Anthony's will begin providing this service free of charge in the 2015/2016 School year. Additional testing of hearing and vision for students with identified needs will be performed, regardless of insurance.

2. **Chronic Disease: Diabetes**
   a. **Goal:** To improve the health of individuals with diabetes by supporting their efforts in normalizing their blood glucose levels thereby minimizing the complications and hospitalizations related to diabetes.

      Measure: St. Anthony's will partner with Catholic Charities to develop a program for people with diabetes that will assist them in obtaining resources needed to manage their disease. Resources include access to food and recipes, financial assistance with medications, access to diabetic supplies, nutrition education, behavioral goal setting and laboratory exams. Outcome measures that will be evaluated include blood pressure, HgbA1c, total cholesterol, LDL, HDL,

and triglyceride levels pre and post participation in the Diabetes Community Education Program.

As part of this program, St. Anthony's will also work with Catholic Charities to evaluate the availability of "diabetic-friendly" foods provided by their Food Pantry and fill any gaps as needed to support the overall program.

3. **Chronic Disease: Cerebrovascular Disease/Stroke**
    a. **Goal:** To raise awareness of the symptoms of stroke and educate the public on the appropriate actions necessary in the event of a stroke.

    Measure: Stroke education will be the focus of at least two educational events sponsored by St. Anthony's each year. Digital media will also be utilized to increase the awareness of stroke symptoms and educate the public on the steps necessary to identify the signs of stroke.

    b. **Goal:** To utilize advanced technology in the diagnosis and proper treatment of stroke victims.

    Measure: Advances in technology and partnership with our Sister facility, HSHS St. John's Hospital in Springfield, have allowed us to utilize telemedicine for the identification of stroke symptoms. Continued utilization of this technology will allow us to diagnose patients presenting in our Emergency Department as well as current inpatients.

4. **Nutrition**
    a. **Goal:** To provide area students with education on the importance of proper nutrition and maintaining a healthy, active lifestyle.

    Measure: A School Wellness Program has been developed to provide third grade students with basic health information, nutritional information, smoking cessation, and fitness/exercise education. This 8-week program measures the student's knowledge of nutrition and physical fitness using a pre-test and post-test to evaluate program success. The outcome measure will evaluate the success of the program based on at least a 35% increase of total student scores between the pre and post test.

5. **Smoking**

    a. **Goal:** To decrease the number of individuals who use cigarettes with special emphasis on grade school students and pregnant women.

St. Anthony's will begin offering a Smoking Cessation Program with the anticipated impact of reaching community members who need assistance to stop smoking. Smoking cessation information will also be included in prenatal packets for expectant mothers.

The School Wellness Program described above will also include a chapter on the hazards of smoking.

VII. Areas of Opportunity Not Addressed

St. Anthony's and the CHNA Committees did not choose to address the following areas of opportunity since there were already resources available in the community. The members felt that this would lead to a duplication of services if addressed through this CHNA process.

Opportunity	Established Resource
Dental Access	Dental Voucher Program offered by St. Anthony's and Catholic Charities
Mental Health Provider Access	Heartland Human Services Jasper County Health Department Various Individual Providers
Access to Exercise Opportunities	Sports Complex being built in Effingham – Opening January 2016 Various Gyms and Exercise Facilities Walking Trails in Both Counties

VIII. Description of Resources Available to Meet Priority Health Needs

Below is a list of existing health care facilities and resources in Effingham and Jasper counties:

Effingham County Health Department
Jasper County Health Department
Heartland Human Services
Catholic Charities
Effingham Senior Center
Local Area Physician Offices
Local Area Nursing Homes 7 Assisted Living Facilities
Local Church Food Banks
Local Home Health Agencies
Sarah Bush Lincoln Health Center
Southern Illinois Healthcare Foundation

IX. Documenting and Communicating Results

This CHNA Report and Implementation Plan are available to the community on the hospital's public website: http://www.stanthonyshospital.org/Community/Partnerships.aspx To obtain a hard copy, please contact the hospital's Community Programs department at 217-347-1559.

The hospital will also provide in its annual IRS Schedule H (Form 990) the URL of the web page on which it has made the CHNA Report and Implementation Plan widely available to the public as well as a description of the actions taken during the taxable year to address the significant health needs identified through its most recent CHNA as well as the health indicators that it did not address and why. Results are also being shared with the Alliance for Healthier Effingham, Jasper County Steering Committee, and St. Anthony's Memorial Hospital's leadership groups. Results will be discussed at the hospital's Community Town Hall meeting and at Colleague Town Halls.

Next Steps

HSHS St. Anthony's Memorial Hospital will leverage existing partnerships and community resources to coordinate strategic efforts to address identified community health needs that can be monitored, evaluated and improved upon over time with lessons learned from the field and evidence-based best practices. Over the next year, we will review the impact of current efforts by St. Anthony's Memorial Hospital and community partners to ensure continued success in improving related health indicators.
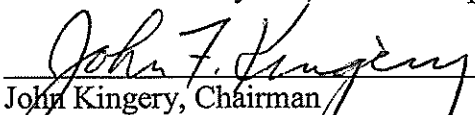
The significant awareness generated over the last twelve months of completing the CHNA Report and Implementation Plan provides us with leads of key individuals and organizations who we can engage to refine and implement key activities related to each of the identified community health needs.
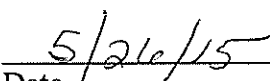
Approval

HSHS St. Anthony's Memorial Hospital is governed by a volunteer Board of Directors, which includes representatives from Effingham, the surrounding communities and rural areas. The Board reviews the Community Health Needs Assessment at least every three years, and they approve the corresponding Implementation Strategy. Also, annually, the Governing Board reviews the prior fiscal year's Community Benefit Report.

With the recent completion of the hospital's Community Health Needs Assessment, this Implementation Strategy was prepared for the May 26, 2015 meeting of the Governing Board.

HSHS St. Anthony's Memorial Hospital's Governing Board Approval:

John Kingery, Chairman
HSHS St. Anthony's Memorial Hospital,
Effingham, Board of Directors

Date 5/26/15

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Support documentation on file and available upon requests.