

# *Community Health Implementation Strategy 2023 – 2025*



## Introduction

Shannon Medical Center (Shannon) is proud to be the largest, locally-based health care provider for the Concho Valley and surrounding region in West Texas. For more than 87 years, the Shannon mission has focused on providing exceptional healthcare for its family, friends and neighbors.

Shannon serves a 25-county region and provides access to more than 350 providers in 40 medical specialties across 25 locations. Shannon's services include:

- Nationally-recognized cardiac and stroke programs
- AirMed1 rotor and fixed wing air ambulance service
- Level III Trauma Facility which has been named top Trauma Facility in the state
- Blue Cross Blue Shield designated bariatric surgery program
- Designated Orthopedic Center of Excellence
- Dedicated Women's & Children's Hospital

As the largest private employer in San Angelo, Shannon employs almost 4,000 local residents. We are proud to partner with many community organizations to help support outreach and help advance education for future healthcare professions. Shannon strives to create an environment committed to the values of Accountability, Safety, Professionalism, Innovation, Respect, Excellence, Perseverance, Resilience, Appreciation, Integrity, Service, and Empathy.

Shannon continues to collaborate and build community and organizational capacity. By effectively utilizing resources and working together, Shannon plans to implement strategies to improve the community it serves.

## Identifying Health Needs

A community health needs assessment was conducted from January 2022 to August 2022. Community input was provided through nine key stakeholder interviews and a community survey with 54 responses, including representatives from:

- ✓ Business & Financial Operations
- ✓ Construction & Development
- ✓ Education & Instruction
- ✓ Food Preparation & Serving
- ✓ Healthcare
- ✓ Management Occupations
- ✓ Manufacturing & Production
- ✓ Sales
- ✓ Unemployed or Retired

Population demographics and socioeconomic characteristics of the community were gathered and reported utilizing various third parties. The health status of the community was then reviewed. Information on the leading causes of death and morbidity information was analyzed in conjunction with health outcomes and factors reported for the community by CountyHealthRankings.org and other third parties.

This data was analyzed and reviewed to identify health issues of vulnerable populations and the community as a whole. As a result of the analysis described above, the following health needs were identified for the community:

- Adult Obesity
- Adult Smoking
- Cancer
- Children in Single-Parent Households
- Excessive Drinking/Alcohol-Impaired Driving Deaths
- Healthy Behaviors/Lifestyle
- Heart Health
- High Cost of Health Care
- Lack of Health Knowledge/Education
- Lack of Mental Health Providers
- Language/Cultural Mindset
- Physical Inactivity
- Poverty/Financial Resources/Children in Poverty
- Preventable Hospital Stays
- Sexually Transmitted Infections
- Shortage of Dentists
- Shortage of Primary Care Physicians
- Stroke
- Substance Abuse
- Teen Birth Rate
- Violent Crime Rate

The identified health needs were reviewed by Shannon's Executive Leadership Team, the community health needs assessment committee, and BKD. To facilitate prioritization of identified health needs, a ranking process was used. Each factor received a score between 0 and 5, with a total maximum score of 20. Then priority areas were determined based on their assessment of the qualitative and quantitative data. Identified needs were prioritized based on the following criteria:

- 1) How many people are affected by the issue or size of the issue?
- 2) What are the consequences of not addressing this problem?
- 3) Prevalence of common themes.
- 4) Organizational capacity and existing infrastructure to address the health need.

Based on the criteria outlined above, the health needs that scored a 15 or more (out of a possible 20) were identified as a priority area. Shannon has identified the following priority areas based on the above criteria:

- 1) Improve Access to Care
- 2) Health Education/Knowledge
- 3) Healthy Living and Adult Obesity

Although the needs that scored below 15 in the ranking process are still important to improving the health of the community, Shannon will not be focusing on some of these in the Implementation Strategy due to lower prioritization score assigned to the need. As a result of the identified priority areas, the following goals and strategies are planned to be implemented in the community over the next three years.

## **PRIORITY 1: Improve Access to Care**

***Goal 1: Connect patients with appropriate health services to improve the availability and delivery of care.***

- Strategies:
- A. Partner with Shannon Clinic to increase access to care and address the shortage of primary care physicians.
  - B. Continue to partner and collaborate with local mental health service providers to improve the delivery of mental health services for special populations.
  - C. Expand and enhance Shannon's Behavior Health Service Line.
  - D. Continue to provide Transitional Care Teams, Community Health Workers, and Care Managers at Shannon to manage high-risk patients, address social and health care issues, and support patients in managing their health.
  - E. Develop and utilize service line patient navigators to coordinate access to care, post-operative care planning, patient education, and ensuring the continuum of care throughout the health system.

***Goal 2: Provide financial assistance to qualifying patients who are uninsured or underinsured and unable to pay some or all of their medical expenses.***

- Strategies:
- A. Continue to provide the Shannon Charity Care Program to eligible patients who have been identified as uninsured or underinsured.
  - B. Provide transportation vouchers, outpatient prescription assistance, and other outpatient medical supplies and services to uninsured and underinsured patients.
  - C. Continue to partner with Tom Green County Indigent Health Care to provide health care services for the indigent population.

## **PRIORITY 2: Health Education/Knowledge**

***Goal 1: Improve community awareness of available health and social services, education and support.***

- Strategies:
- A. Increase information available on the web and social media outlets regarding ease of access, affordability of health services, and educational opportunities in the community.
  - B. Continue to provide the Healthbeat newsletter magazine and Healthbeat television spots to share health education information.
  - C. Participate in public health events to provide health education and share information about available health services.
  - D. Continue to build and serve on community-based coalitions, boards, and service projects.

***Goal 2: Assure health care and social service providers in the community have the most up-to-date knowledge.***

- Strategies:
- A. Provide continuing education opportunities for health and social service providers in the community.
  - B. Provide regional support and resources to surrounding providers in the Shannon service area.

### **PRIORITY 3: Healthy Living and Adult Obesity**

***Goal 1: Increase public awareness of the importance of healthy eating, nutrition, and physical activity.***

- Strategies:
- A. Provide education through media, brochures, campaigns, and educational seminars on adult obesity, including how to manage and prevent it.
  - B. Participate in health fairs and health-related events within the Shannon service area.
  - C. Partner with businesses to offer employee-based wellness programming, wellness resources, services and health education.

***Goal 2: Provide opportunities for the public to engage in physical activity.***

- Strategies:
- A. Sponsor fitness events, races or free fitness classes to promote the importance of physical activity.
  - B. Partner with organizations to provide community activities and events that encourage physical activity for children and families.

## Needs Not Addressed

Some issues identified through the Community Health Needs Assessment have not been addressed in this plan. During initial discussions and subsequent prioritization, Shannon considered the levels to which some needs were already being addressed in the service area. Additionally, some community needs fall out of the scope of expertise and resources of Shannon. Children in single-parent homes and violent crime rate are two of the needs not specifically addressed in the assessment. Furthermore, Shannon will continue to explore potential partnerships and internal strategies to find a way to provide these essential health services to our patients and community.

## Next Steps

This Implementation Plan will be executed over the next three years, from Fiscal Year (FY) 2023 through the end of FY 2025. Shannon will work with community partners and health experts on the following for each of the approaches to addressing the identified health needs:

- Develop work plans to support effective implementation
- Create mechanisms to monitor and measure outcomes
- Provide ongoing status and results of these efforts to improve community health

Shannon Medical Center is committed to conducting another health needs assessment within three years.