

Implementation Plan for Needs Identified in the Community Health Needs Assessment for Good Samaritan Hospital Association

FY 2025-2027

Covered Facilities: Heart of America Medical Center, Heart of America Medical Clinics and Lake Region District Health Unit.

Community Health Needs Assessment: A Community Health Needs Assessment (“CHNA”) was performed in Spring/Summer of 2024 in collaboration with Lake Region District Health to determine the most pressing health needs of the Heart of America Medical Center service areas.

Implementation Plan Goals: The Board of Good Samaritan Hospital Association has determined that the following health needs identified in the CHNA should be addressed through the implementation strategy noted for each such need:

1. GOAL – Ability to retain primary care providers (MD, DO, NP, PA) and nurses.

Specific Needs Identified in CHNA: None

- Key Objectives:
 - Ensure wages and benefits remain competitive with regional market standards
 - Maintain or improve workplace culture as reflected in annual staff satisfaction survey scores
 - Foster stronger community connections by encouraging staff engagement and local volunteerism
- Implementation Strategies/Activities and Timeline:
 - Conduct annual market analysis to evaluate and adjust compensation packages for providers and nurses
 - Distribute and analyze HR-led staff satisfaction and workplace culture surveys to assess progress and address concerns
 - Launch “Engagement & Community Connection” initiative, including local volunteer opportunities and staff recognition for community involvement

2. GOAL – Attracting and retaining young families

Specific Needs Identified in CHNA:

- There needs to be more initiative in bringing in new businesses to grow the local economy.
 - Need young people to move to the area, the average age in Rugby is 48.
 - Hiring a primary care provider will attract people to Rugby.
- Key Objectives:

- Increase availability of childcare by expanding daycare to 70 within the next two years at Heart of America Medical Center’s daycare – Kid’s Next Door.
- Strengthening partnerships with the Rugby Chamber of Commerce, Job Development Authority (JDA), and local schools to promote community development and family friendly initiatives.
- Support business growth and recruitment strategies that attract and retain working-age adults and young families.
- Implementation Strategies/Activities and Timeline:
 - Expand local daycare capacity at Kid’s Next-Door Daycare
 - Convene quarterly collaboration meetings with the Chamber, JDA, and School District to align family engagement, education, and workforce needs
 - Promote job opportunities at Heart of America Medical Center, housing availability, and quality of life assets through a coordinated community marketing campaign targeting young families
 - Support healthcare recruitment efforts as a driver for young families by emphasizing access to local providers

3. GOAL – Availability of resources to help elderly stay in their homes

Specific Needs Identified in CHNA:

- Seniors need more support to remain independent and safe in their homes.
- There is limited access to in-home care, clinical services, and education around end-of-life planning.
- Key Objectives:
 - Increase availability of clinic appointment slots for elderly patients to ensure timely access to care
 - Allocate additional funding to strengthen homecare services within the hospice program
 - Improve community awareness and education on advance directives and end-of-life planning, including the transition of life
- Implementation Strategies/Activities and Timeline:
 - Expand clinic schedules to increase appointment availability for seniors, including same-day options
 - Host educational workshops and outreach events on advanced directives, power of attorney, and palliative care options
 - Collaboration with senior centers, churches, and local agencies to distribute educational materials and promote participation in planning services
 - Train care teams and clinic staff to initiate conversations with elderly patients about transition-of-life topics during annual wellness visits

Other Needs Identified in the CHNA but Not Addressed in this Plan – Each of the health needs listed below is important and is being addressed by numerous programs and initiatives operated by the Hospital, other organizations within the Hospital system, and other community partners of the Hospital. However, the Hospital will not address the following health needs identified in the CHNA as part of this Implementation Plan due to limited resources and the need to allocate significant resources to the three priority health needs identified above.

- **Availability of vision care**

The need for improved access to vision care services was identified in the CHNA. However, this need will not be directly addressed in this Implementation Plan, as it falls outside the core scope and reimbursement structure of a Critical Access Hospital (CAH). Optical services are not reimbursable under the CAH model, and providing full-scope vision care is not a function of the Hospital's clinical operations. Ways This Need Is Being Addressed or Can Be Addressed in the Community:

- Economic Development Opportunity: The City and Job Development Authority (JDA) are best positioned to attract a private vision care provider. Creating dedicated retail space and offering incentives could help recruit an optometrist or vision center to the community.
- Retail Eyewear Support (HAMC Role): While HAMC cannot offer clinical optical services, the organization is exploring the option of assisting staff by providing occasional on-site eyewear try-on events or fittings in partnership with optical retailers.
- Referral Support: HAMC's primary care clinic continues to refer patients to vision care providers in nearby communities when necessary.
- Collaborative Advocacy: HAMC will support broader community advocacy efforts to bring vision services to Rugby, aligning with city and JDA initiatives when possible.

Given current regulatory and financial limitations, HAMC must prioritize its role in reimbursable and mission-aligned clinical services, while supporting broader community-led solutions to address vision care needs.

- **Not enough affordable housing**

Affordable housing was identified in the CHNA as a key barrier to community stability and growth, especially in retaining young families and essential workers. However, this need will not be directly addressed in this Implementation Plan, as housing development falls outside the mission and operational scope of a Critical Access Hospital (CAH). Ways This Need Is Being Addressed or Can Be Addressed in the Community:

- Local Government and JDA Role: The City and Job Development Authority (JDA) are the primary entities responsible for addressing housing development through zoning, land-use planning, and economic development incentives. These organizations are currently exploring grant funding and partnerships to expand affordable housing options in the region.
- Community Partnerships: HAMC supports efforts by local and regional housing coalitions and participates in discussions related to workforce housing availability as it impacts healthcare staffing and retention.

- Advocacy and Support: While HAMC cannot develop or manage housing, the organization will continue to advocate for affordable housing solutions that support healthcare workforce stability.
- Referral and Resource Coordination: HAMC's social services team connects patients and employees with local housing assistance resources when available.

As a CAH, HAMC must allocate its limited resources toward direct healthcare delivery. However, it remains committed to collaborating with local housing stakeholders where possible to support long-term solutions.