

2013

IMPLEMENTATION STRATEGY





IMPLEMENTATION STRATEGY

For Needs Identified in Community Health Needs Assessment

2013

HILLSBORO AREA HOSPITAL Planning for Years 2013-2014

PROCESS

A Community Health Needs Assessment was conducted in 2013 through a consulting arrangement with the Illinois Critical Access Hospital Network. Terry Madsen, an ICAHN consultant, attorney and former educator, and community development specialist, met with hospital staff to develop a plan for assessment. Mr. Madsen facilitated three community-based focus groups consisting of health care professionals and partners, community officials, and community members and organizations selected for their roles in the community overall and with members of potentially underserved areas. Secondary data from state, federal, and private sources was reviewed by the consultant and compared to the primary data gathered. Community health needs were identified and then prioritized through that process and presented to hospital administration for review.

COMMUNITY HEALTH NEEDS ASSESSMENT

The Community Health Needs Assessment process resulted in the identification of several prioritized needs synthesized into four general statements, which were presented as follows:

1. MENTAL HEALTH SERVICES

- Gaps in access to mental health services at virtually all levels were identified in all the focus groups and supported by secondary data. Many of the identified issues involve health delivery and community partners outside the control of Hillsboro Area Hospital but provide opportunities for external partnerships and cooperative planning for resolution.
- Related issues concerning substance abuse were also identified in each group and supported by the secondary data. Prevention of tobacco use and addressing prescription drug abuse were repeated concerns. These issues also provide the opportunity for external collaboration.

2. BASIC WELLNESS SERVICES, EDUCATION, AND ACCESS FOR ALL RESIDENTS

- Concern was expressed in all the focus groups that there is not sufficient opportunities for wellness care and healthy living in the Hillsboro Area Hospital service area. Hillsboro Area Hospital was encouraged to continue to expand positive wellness engagement efforts. There was a general recognition in primary and secondary sources of the need for community focus on preventing – rather than treating – chronic illness.
- Several wellness education needs were identified with regard to youth and adults and including nutrition information, access to baseline data for health measurement, information concerning available local health care and wellness resources, and education about prevention of chronic health issues. Unemployed, underinsured and uninsured, the elderly, and youth were all groups identified as needing access to better information about wellness and access to services.
- Issues were repeated concerning the availability of reliable and practical non-emergency transportation for those in need of health care.



- Access to indoor and outdoor recreation opportunities, as well as public access issues in the community for persons with handicaps or special needs were recognized by the community leaders group.

3. TEEN PREGNANCY

- A higher than expected teen pregnancy rate was identified as an issue in both the secondary data and the focus groups.

4. PLANNING FOR SUSTAINING ACCESS TO QUALITY LOCAL HEALTH CARE

- This issue was raised in several contexts related to access to primary care physicians, specialists, and services; meeting future needs of uninsured and underinsured residents in the face of consistently high unemployment and low income population numbers; and Hillsboro Area Hospital as an economic driver, as an employer, and as a health care provider.

IMPLEMENTATION STRATEGY PLANNING PROCESS

After receiving and reviewing the Community Health Needs Assessment, Hillsboro Area Hospital elected to utilize the ICAHN consultant to facilitate the implementation strategy planning process. An advisory group was identified to create the plan for consideration by the Board of Directors. The advisory group consisted of:

- **Rex Brown**, President, CEO, Hillsboro Area Hospital
- **Rosanne Heck**, Community Relations Director, Hillsboro Area Hospital
- **Chris Henson**, Director, Emergency Services, Hillsboro Area Hospital
- **Dawn Mascher**, Inpatient Services, Hillsboro Area Hospital
- **Theresa Rapp**, Director, Surgical Services, Hillsboro Area Hospital
- **Deehan Rives**, Supervisor, Staff Health/Infection, Hillsboro Area Hospital
- **Ceressa Waldrup**, Coordinator, Tremont Ridge Assisted Living Center
- **Sarah White**, Director, Inpatient Services, Hillsboro Area Hospital
- **Chris Whitten**, Director, Rehabilitation Services, Hillsboro Area Hospital
- **Nena White**, Community Leader
- **Mike Ryan**, Community Leader
- **Earl Meier**, Community Leader

Prior to convening the advisory group, the consultant restated the needs identified and prioritized through the Community Health Needs Assessment as 14 long-term objectives and incorporated them into a right-to-left logic model designed after logic models utilized for grant reporting by the Centers for Disease Control and Prevention. The consultant then convened the advisory group and facilitated the group through the steps of strategy development. The group modified the long-term objectives to create measurable goals where possible and then developed two-year outcomes and year one and year two action steps to achieve the objectives.

The objectives, outcomes, and action steps reflect recognition of the most pressing health needs of the Hillsboro area and the commitment to address those needs. The action steps require changes internal to the hospital as well as community-based and environmental change requiring the hospital to build or strengthen collaborations and partnerships within the community.

The advisory committee's conclusions were then submitted to the Board of Directors for consideration, modification, and adoption.

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In response to the needs identified and prioritized in the Community Health Needs Assessment conducted in 2013, hospital staff, and the Board of Directors will work to achieve the specified objectives through the designated action steps.

1. MENTAL HEALTH SERVICES

LONG-TERM OBJECTIVE 1.1

Address gaps in delivery of mental health services wherever possible

Two Year Outcomes

- Begin tele-psychiatric services and add a local social worker-counselor

Year One Activities

- Explore local service needs and report findings to appropriate partners
- Assess the building of a local inventory of counselors, including clergy (Prioritized)

Year Two Activities

- Encourage statewide reporting of availability of psychiatric care beds
- Begin tele-psychiatry
- Add a local social-worker counselor

LONG-TERM OBJECTIVE 1.2

Reduce availability of commonly abused prescription drugs in the community

Two Year Outcomes

- Development of effective pain management plans and a community-wide prescription return program

Year One Activities

- Continue participation in prescription monitoring program
- Increase staff understanding of prescription monitoring program
- Expand prescription drug abuse education
- Initiate community prescription drug return program

Year Two Activities

- Initiate a full scale community-wide prescription drug return program
- Continue prescription monitoring
- Develop effective pain management plans

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2. BASIC WELLNESS SERVICES, EDUCATION, AND ACCESS TO ALL RESIDENTS

LONG-TERM OBJECTIVE 2.1

Establish tobacco education program

Two Year Outcomes

- Create a community substance abuse coalition

Year One Activities

- Work with appropriate partners to establish education program

Year Two Activities

- Create community coalition on substances, with initial goal of reducing tobacco use

LONG-TERM OBJECTIVE 2.2

Improve availability of information on wellness and healthy living, including nutrition information; increase access to information on prevention of chronic illness; and increase access to baseline data for health measurement

Two Year Outcomes

- Expand wellness engagement efforts through two existing community programs and employee health programs, and begin one new youth program

Year One Activities

- Explore opportunities to present nutrition and healthy living information with local vegetable and produce program
- Include information with grocery bags provided to WIC families by program funded by county hospitals, including HAH
- Expand Women's Night Out program
- Launch and facilitate a free summer food and exercise program for youth 18 and under (5 days/week for 8 weeks) (Prioritized)

Year Two Activities

- Track employee health improvement outcomes
- Expand the number of active screening programs offered by Hillsboro Area Hospital
- Expand the summer program to include more formalized health programs, including swimming

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LONG-TERM OBJECTIVE 2.3

Improve access to information about available local health care and wellness resources for unemployed, underinsured, uninsured, and youth

Two Year Outcomes

- Create diverse distribution methods for information about local care, including a One Source call-in center and targeted distribution of materials and locations

Year One Activities

- Facilitate formation of a group to support a One Source call-in center for local care availability
- Identify key locations for local distribution of local care resource information
- Support regional care information website being developed by the Springfield Clinic (Prioritized)
- Provide local care information with focus on services for unemployed and underinsured at local food distribution sites
- Provide local care information for youth through the summer youth program (Prioritized)

Year Two Activities

- Create a One-Source call-in information center
- Distribute information through identified resources
- Provide ongoing support
- Continue distribution program

LONG-TERM OBJECTIVE 2.4

Improve availability of basic wellness care opportunities for the community in general, for the unemployed, underinsured, and uninsured by providing more lab events and professional screenings, initiating one new outreach program, expanding the number of health fairs, and creating employer partnerships for mammography

Two Year Outcomes

- Double participation in wellness screenings

Year One Activities

- Expand reduced rate lab events and expand screenings provided by professionals
- Initiate outreach to faith-based groups to promote male wellness screening
- Initiate education about shared responsibility and personal responsibility of patient wellness
- Expand health fairs
- Create business partnerships and share costs for mammography (Prioritized)

Year Two Activities

- Continue and expand reduced rate events
- Continue faith-based outreach program
- Continue education program
- Continue health fair programming
- Continue employer partnership development

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LONG-TERM OBJECTIVE 2.5

Improve availability of basic wellness care opportunities for youth

Two Year Outcomes

- Provide early obesity intervention for at least 20 youths
- Provide summer foods and wellness opportunities to at least 50 youths

Year One Activities

- Continue the CATCH Program for at-risk obese children (Prioritized)
- Begin a summer foods and exercise program for youth

Year Two Activities

- Continue the CATCH Program for at-risk obese children
- Continue and expand the summer foods and exercise program for youth

LONG-TERM OBJECTIVE 2.6

Improved availability of reliable and practical non-emergency transportation for those in need of health care

Two Year Outcomes

- Increase service provided by partners to meet highly local transportation needs

Year One Activities

- Establish dialog and begin to explore options with Central Illinois Public Transit

Year Two Activities

- Explore models to address highly local needs

3. TEEN PREGNANCY

LONG-TERM OBJECTIVE 3.1

Reduce teen pregnancy

Two Year Outcomes

- Increase community awareness and participation in prevention education

Year One Activities

- Explore extent of related services and determine gaps and causes

Year Two Activities

- Assist providers as appropriate





4. PLANNING FOR SUSTAINING ACCESS TO QUALITY LOCAL HEALTH CARE

LONG-TERM OBJECTIVE 4.1

Encourage improved access to indoor and outdoor recreation opportunities for persons with impairment, disability, and/or handicap and encourage the community to address public access needs for persons with impairment, disability, and/or handicap in the community

Two Year Outcomes

- Create a web-based spotlight on area recreation opportunities for persons with impairment, disability, and/or handicap
- Add five acres of natural prairie to Hillsboro Area Hospital campus for a future walking path and related recreation

Year One Activities

- Support local projects to increase accessibility similar to the current marina project (Prioritized)
- Encourage promotion of local recreational resources by appropriate groups (Prioritized)
- Create web-based spotlight on area recreation opportunities on Hillsboro Area Hospital website
- Assist with public access awareness where appropriate

Year Two Activities

- Continue to encourage local projects and groups in addressing and promoting access
- Add five acres of natural prairie to Hillsboro Area Hospital campus for a future walking path and related recreation

LONG-TERM OBJECTIVE 4.2

Recruit primary care physicians and providers

Two Year Outcomes

- Recruit one new student each year into an education toward local physician service agreement

Year One Activities

- Promote local students interested in attending medical school and returning to local practice (Prioritized)
- Establish a health professional youth club to identify and encourage students seeking to become physicians, nurse practitioners, and physical therapists

Year Two Activities

- Continue the program

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LONG-TERM OBJECTIVE 4.3

Recruit specialists

Two Year Outcomes

- Recruit one new specialist on a unit of time contract basis

Year One Activities

- Explore process of contracting with specialists for units of time
- Encourage discussion of sustaining local dental care

Year Two Activities

- Continue contract process

LONG-TERM OBJECTIVE 4.4

Create a plan for sustainability of local health care services and resources

Two Year Outcomes

- Meet two-year goals of the strategic plan

Year One Activities

- Begin to implement newly updated strategic plan

Year Two Activities

- Continue implementation

LONG-TERM OBJECTIVE 4.5

Address local provision of health care services for the unemployed, underinsured, and uninsured

Two Year Outcomes

- Develop urgent care
- Create a public information program on the Affordable Care Act

Year One Activities

- Continue to develop a plan for an urgent care alternative to emergency room care (Prioritized)
- Educate hospital staff on the Affordable Care Act and educate hospital staff on how to educate the public on the Affordable Care Act

Year Two Activities

- Initiate public information programs on the Affordable Care Act



HILLSBORO AREA HOSPITAL LOGIC MODEL

STAKEHOLDERS/ RESOURCES	YEAR ONE ACTIVITIES	YEAR TWO ACTIVITIES	TWO YEAR OUTCOMES	LONG-TERM OUTCOMES
<p>Stakeholders: Hillsboro Area Hospital, Health Department, clergy, and the Illinois Department of Public Health</p> <p>Resources: \$65,000/estimated first year budget impact</p>	<p>Explore local service needs and report findings to appropriate partners</p> <p>Assess the building of a local inventory of counselors, including clergy (Prioritized)</p>	<p>Encourage statewide reporting of availability of psychiatric care beds</p> <p>Begin tele-psychiatry</p> <p>Add a local social worker-counselor</p>	<p>Begin tele-psychiatric services and add a local social worker-counselor</p>	<p>Address gaps in delivery of mental health services wherever possible</p> <p>Objective 1.1</p>
<p>Stakeholders: Hillsboro Area Hospital, law enforcement, pharmacies, and physicians</p> <p>Resources: \$4,500/estimated first year budget impact</p>	<p>Continue participation in prescription monitoring program</p> <p>Increase staff understanding of prescription monitoring program</p> <p>Expand prescription drug abuse education</p> <p>Initiate community prescription drug return program</p>	<p>Initiate a full scale community-wide prescription drug return program</p> <p>Continue prescription monitoring</p> <p>Develop effective pain management plans</p>	<p>Development of effective pain management plans and a communitywide prescription return program</p>	<p>Reduce availability of commonly abused prescription drugs in the community</p> <p>Objective 1.2</p>
<p>Stakeholders: Hillsboro Area Hospital, Montgomery County Economic Development Group, Health Department, Heart Association, Lung Association, and the community overall</p> <p>Resources: \$4,500/estimated first year budget impact</p>	<p>Work with appropriate partners to establish an education program</p>	<p>Create a community coalition on substances, with the initial goal of reducing tobacco use</p>	<p>Create a community substance abuse coalition</p>	<p>Reduce tobacco use in the community to national levels</p> <p>Objective 2.1</p>



HILLSBORO AREA HOSPITAL LOGIC MODEL

STAKEHOLDERS/ RESOURCES	YEAR ONE ACTIVITIES	YEAR TWO ACTIVITIES	TWO YEAR OUTCOMES	LONG-TERM OUTCOMES
<p>Stakeholders: Hillsboro Area Hospital, Chamber of Commerce, and volunteers</p> <p>Resources: \$3,000/estimated first year budget impact</p> <p>Stakeholders: Hillsboro Area Hospital, Litchfield Hospital, and the Health Department</p> <p>Resources: \$500/estimated first year budget impact</p> <p>Stakeholders: Hillsboro Area Hospital, Fusion Foundation, and St. John's Hospital</p> <p>Resources: \$1,000/estimated first year budget impact</p> <p>Stakeholders: Hillsboro Area Hospital, Fusion Center, Hospital Junior Board, churches, and volunteers</p> <p>Resources: \$10,000/estimated first year budget impact</p>	<p>Explore opportunities to present nutrition and healthy living information with local vegetable and produce program</p> <p>Include information with grocery bags provided to WIC families by program funded by county hospitals, including HAH</p> <p>Expand Women's Night Out program</p> <p>Launch and facilitate a free summer food and exercise program for youth 18 and under (5 days/week for 8 weeks) (Prioritized)</p>	<p>Track employee health improvement outcomes</p> <p>Expand the number of active screening programs offered by Hillsboro Area Hospital</p> <p>Expand the summer program to include more formalized health programs, including swimming</p>	<p>Expand wellness engagement efforts through two existing community programs and employee health programs, and begin one new youth program</p> <p>Provide summer foods and wellness opportunities to at least 50 youth</p>	<p>Improve availability of information on wellness and healthy living, including nutrition information; increase access to information on prevention of chronic illness; and increase access to baseline data for health measurement</p> <p>Objective 2.2</p>



HILLSBORO AREA HOSPITAL LOGIC MODEL

STAKEHOLDERS/ RESOURCES	YEAR ONE ACTIVITIES	YEAR TWO ACTIVITIES	TWO YEAR OUTCOMES	LONG-TERM OUTCOMES
Stakeholders: Hillsboro Area Hospital, and community partners Resources: \$0/estimated first year budget impact	Facilitate formation of a group to support a One Source call-in center for local care availability	Create a One Source call-in information center	Create diverse distribution methods for information about local care, including a One Source call-in center and targeted distribution of materials and locations	Improve access to information about available local health care and wellness resources for unemployed, underinsured, and youth
Stakeholders: Hillsboro Area Hospital, and community partners Resources: \$8,000/estimated first year budget impact	Identify key locations for local distribution of local care resource information	Distribute information through identified resources		
Stakeholders: Hillsboro Area Hospital, and the Springfield Clinic Resources: \$250/estimated first year budget impact	Support regional care information website being developed by the Springfield Clinic (Prioritized)	Provide ongoing support		
Stakeholders: Hillsboro Area Hospital, and community partners Resources: \$500/estimated first year budget impact	Provide local care information with focus on services for unemployed and underinsured at local food distribution sites	Continue distribution program		
Stakeholders: Hillsboro Area Hospital, and community partners Resources: \$1,000/estimated first year budget impact	Provide local care information for youth through the summer youth program (Prioritized)	Continue distribution program		Objective 2.3



HILLSBORO AREA HOSPITAL LOGIC MODEL

STAKEHOLDERS/ RESOURCES	YEAR ONE ACTIVITIES	YEAR TWO ACTIVITIES	TWO YEAR OUTCOMES	LONG-TERM OUTCOMES
Stakeholders: Hillsboro Area Hospital Resources: \$40,000/estimated first year budget impact	Expand reduced rate lab events and expand screenings provided by professionals	Continue and expand reduced rate events	Double participation in wellness screenings	Improve availability of basic wellness care opportunities for the community in general, for unemployed, underinsured, and uninsured by providing more lab events and professional screenings; initiating one new outreach program; expanding the number of health fairs; and creating employer partnerships for mammography
Stakeholders: Hillsboro Area Hospital, and faith-based groups Resources: \$3,000/estimated first year budget impact	Initiate outreach to faith-based groups to promote male wellness screening	Continue faith-based outreach program		
Stakeholders: Hillsboro Area Hospital Resources: \$3,000/estimated first year budget impact	Initiate education about shared responsibility and personal responsibility of patient wellness	Continue education program		
Stakeholders: Hillsboro Area Hospital Resources: \$8,500/estimated first year budget impact	Expand health fairs	Continue health fair programming		
Stakeholders: Hillsboro Area Hospital, Chamber of Commerce, and local employers Resources: \$2,500/estimated first year budget impact	Create business partnerships and share costs for mammography (Prioritized)	Continue employer partnership development		



HILLSBORO AREA HOSPITAL LOGIC MODEL

STAKEHOLDERS/ RESOURCES	YEAR ONE ACTIVITIES	YEAR TWO ACTIVITIES	TWO YEAR OUTCOMES	LONG-TERM OUTCOMES
<p>Stakeholders: Hillsboro Area Hospital, Fusion Center, and physicians</p> <p>Resources: \$35,000/estimated first year budget impact</p> <p>Stakeholders: Hillsboro Area Hospital, partners, and volunteers</p> <p>Resources: Estimated budget impact is reported previously</p>	Continue the CATCH Program for at-risk obese children (Prioritized)	Continue the CATCH Program for at-risk obese children	Provide early obesity intervention for at least 20 youths	<p>Improve availability of basic wellness care opportunities for youth</p> <p>Objective 2.5</p>
<p>Stakeholders: Hillsboro Area Hospital, and Central Illinois Public Transit</p> <p>Resources: \$0/estimated first year budget impact</p>	Establish dialog and begin to explore options with Central Illinois Public Transit	Explore models to address highly local needs	Increase service provided by partners to meet highly local transportation needs	<p>Improve availability of reliable and practical non-emergency transportation for those in need of health care</p> <p>Objective 2.6</p>
<p>Stakeholders: Hillsboro Area Hospital, and health care partners</p> <p>Resources: \$5,000/estimated first year budget impact</p>	Explore extent of related services and determine gaps and causes	Assist providers as appropriate	Increase community awareness and participation in prevention education	<p>Reduce teen pregnancy</p> <p>Objective 3.1</p>



HILLSBORO AREA HOSPITAL LOGIC MODEL

STAKEHOLDERS/ RESOURCES	YEAR ONE ACTIVITIES	YEAR TWO ACTIVITIES	TWO YEAR OUTCOMES	LONG-TERM OUTCOMES
<p>Stakeholders: Hillsboro Area Hospital, Natural Resource Task Force at Glen Shoals Lake, Planning Commission, Hillsboro City Council, Rotary, and volunteers</p> <p>Resources: \$5,000/estimated first year budget impact</p>	Support local projects to increase accessibility similar to the current marina project (Prioritized)	Continue to encourage local projects and groups in addressing and promoting access	Create a web-based spotlight on area recreation opportunities for persons with impairment, disability, and/or handicap	Encourage improved access to indoor and outdoor recreation opportunities for persons with impairment, disability, and/or handicap and encourage the community to address public access needs for persons with impairment, disability, and/or handicap in the community
<p>Stakeholders: Hillsboro Area Hospital</p> <p>Resources: \$0/estimated first year budget impact</p>	Encourage promotion of local recreational resources by appropriate groups (Prioritized)	Add five acres of natural prairie to Hillsboro Area Hospital campus for a future walking path and related recreation	Add five acres of natural prairie to Hillsboro Area Hospital campus for a future walking path and related recreation	
<p>Stakeholders: Hillsboro Area Hospital</p> <p>Resources: \$500/estimated first year budget impact</p>	Create web-based spotlight on area recreation opportunities on Hillsboro Area Hospital website			
<p>Stakeholders: Hillsboro Area Hospital</p> <p>Resources: \$0/estimated first year budget impact</p>	Assist with public access awareness where appropriate			
<p>Stakeholders: Hillsboro Area Hospital</p> <p>Resources: \$50,000/estimated first year budget impact</p>	Promote local students interested in attending medical school and returning to local practice (Prioritized)	Continue the program	Recruit one new student each year into an education toward local physician service agreement	Recruit primary care physicians and providers
<p>Stakeholders: Hillsboro Area Hospital</p> <p>Resources: \$500/estimated first year budget impact</p>	Establish a health professional youth club to identify and encourage students seeking to become physicians, nurse practitioners, and physical therapists	Continue the program		Objective 4.2



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STAKEHOLDERS/ RESOURCES	YEAR ONE ACTIVITIES	YEAR TWO ACTIVITIES	TWO YEAR OUTCOMES	LONG-TERM OUTCOMES
<p>Stakeholders: Hillsboro Area Hospital</p> <p>Resources: \$50,000/estimated first year budget impact</p> <p>Stakeholders: Hillsboro Area Hospital</p> <p>Resources: \$0/estimated first year budget impact</p>	<p>Explore process of contracting with specialists for units of time</p> <p>Encourage discussion of sustaining local dental care</p>	Continue contract process	Recruit one new specialist on a unit of time contract basis	<p>Recruit specialists</p> <p>Objective 4.3</p>
<p>Stakeholders: Hillsboro Area Hospital</p> <p>Resources: \$0/estimated first year budget impact</p>	Begin to implement newly updated strategic plan	Continue implementation	Meet two-year goals of the strategic plan	<p>Create a plan for sustainability of local health care services and resources</p> <p>Objective 4.4</p>
<p>Stakeholders: Hillsboro Area Hospital</p> <p>Resources: \$100,000/estimated first year budget impact</p> <p>Stakeholders: Hillsboro Area Hospital, and community groups</p> <p>Resources: \$4,000/estimated first year budget impact</p>	<p>Continue to develop a plan for an urgent care alternative to emergency room care (Prioritized)</p> <p>Educate hospital staff on the Affordable Care Act and educate hospital staff on how to educate the public on the Affordable Care Act</p>	Initiate public information programs on the Affordable Care Act	<p>Develop urgent care</p> <p>Create a public information program on the Affordable Care Act</p>	<p>Address local provision of health care services for unemployed, underinsured, and uninsured</p> <p>Objective 4.5</p>



ADDITIONAL INFORMATION

STATEMENT REGARDING ISSUES NOT ADDRESSED

All of the issues identified and then prioritized in the Community Health Needs Assessment are addressed in the Implementation Strategy.

STATEMENT REGARDING BUDGET IMPACT

The first year new costs for the Implementation Strategy are estimated at \$405,250.

STATEMENT REGARDING COMMUNITY BENEFIT REPORT

Hillsboro Area Hospital has not published a community benefit report as this is not a requirement for critical access hospitals.

ADOPTION

The Community Health Needs Assessment was accepted for publication, and this Implementation Strategy was approved and adopted by the Board of Directors of Hillsboro Area Hospital in May of 2013. The following items have been selected as top priority items (with the remaining items to be addressed as time, funds, and opportunity arise):

1. The assessment of building a local inventory of counselors, including clergy, in year one for the mental health item on page 9
2. The summer food and exercise program for youth on page 10
3. The website being developed by Springfield Clinic on page 11
4. The local care information for youth on page 11
5. The business partnerships for mammography on page 12
6. The CATCH program on page 13
7. The marina project on page 14
8. The promotion of local recreational resources on page 14
9. Promoting local students interested in medical school on page 14
10. Continue to develop a plan for an urgent care alternative to emergency room care on page 15.

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