

Community Health Implementation Plan

Mission and Vision of Catholic Health Initiatives



Williston Medical Center

Mission

The Mission of Catholic Health Initiatives is to nurture the healing ministry of the Church, supported by education and research. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we create healthier communities.

Vision

As a ministry of the Catholic Church, we will lead the transformation of health care to achieve optimal health and well-being for the individuals and communities we serve, especially those who are poor and vulnerable.

Peoples Served

CHI St. Alexius Health Williston Medical Center (formerly Mercy Medical Center) serves people in three North Dakota counties (Williams, Divide, and McKenzie) and two Montana Counties (Richland and Mountrail). As the center of the recent oil shale boom, Williston and the surrounding counties saw tremendous growth from 2011 to 2015. Stated population numbers for this time could not capture the large transient population living in hotels, man camps, hurriedly constructed RV parks, cars, garages, or other substandard housing. The population surge has brought younger and more diverse groups of people to the area. The rapid growth produced a housing crisis and was also accompanied by an acceleration of illegal drug and alcohol use, motor vehicle accidents, physical assaults, and property crime.

Area communities were able to respond by developing hotels and apartment buildings and single-family housing neighborhoods, and by increasing the numbers of law enforcement, fire, and EMS personnel. Medical and social services are still responding (or attempting to) to meet demand.

Williams County Demographicsⁱ

With 35,294 people, Williams County is the 5th most populated county in the state of North Dakota out of 53 counties.

The largest Williams County racial/ethnic groups are White (88.2%) followed by American Indian (4.1%) and Hispanic (3.7%).

In 2014, the median household income of Williams County residents was \$82,823. However, 8.2% of Williams County residents live in poverty.

The median age for Williams County residents is 34.3 years young.

CHNA Processⁱⁱ

To help inform future decisions and strategic planning, CHI St. Alexius Health Williston Medical Center and the Upper Missouri Health District conducted a needs assessment. The Center for Rural Health at the University of North Dakota School of Medicine and Health Sciences facilitated the assessment process which included gathering input from area community members and healthcare professionals as well as analysis of community health-related data.

Surveys were completed by 433 local residents and additional information was gathered by a community focus group and through five Key Informant interviews. The input from these residents, together with the secondary data gathered from a wide range of sources provides a snapshot of the health needs and concerns within the community.

The goals below are representative of issues raised by the survey respondents, focus group, and key informants, as well as the secondary research of the community’s health.

The 2016 CHNA may be accessed on the hospital’s website at http://mercy-williston.org/usrfiles/Williston_Williams_County_CHNA_report_FINAL.pdf

CHNA Implementation Goals

Goal One: Improve access to Addiction Resources

Rationale: this is a very pressing need in our five county service area, but also a seemingly intractable problem . . . Finding providers for these services and also a workable model for delivering those services is a big challenge.

We pledged support toward Williams County’s efforts to evaluate, apply, and qualify for the Heartview Foundation Screening and Recovery Grant. This grant would have offered varying levels of addiction services locally and through technology in cooperation with the Foundation’s center in Bismarck. The grant application was completed and submitted by Holly Snellings, Director, Williams County Social Services. Applications were reviewed at the end of September and the beginning of October. Inexplicably, our community was not chosen.

We planned to share leaders to support the community coalition in implementing the Heartview program if selected; and provide hospital and clinic resources to ensure the success of the program.

- A. We will continue to work with local coalitions toward finding solutions for our community.

Activity	Target Date	Resources Required	Lead Person/ Department	Anticipated Outcome
Enlist hospital staff member to join local social services task force	January 1, 2017	Staff time	Spiritual Care	Improved communication and collaboration with community

				initiatives and efforts
--	--	--	--	-------------------------

Goal Two: Improve Access to Mental Health Services for the greater Williston Community

Rationale: similar to goal one, this was also identified as a great need for our area, but also dependent upon finding providers of mental health services who are willing to move to the area or provide services here. Recruitment is being pursued at the Division level and locally, and has been for years. This is a difficult but necessary goal to pursue.

- A. Continue ongoing efforts to recruit Psychiatrists to serve the Williston area.
- B. Continue ongoing efforts to recruit Advanced Practice Clinicians with Mental Health training.
- C. Improve access to E-Psych for in-patients and out-patients.
- D. Equip “First Responders” with some level of Mental Health instruction.

Activity	Target Date	Resources Required	Lead Person/ Department	Anticipated Outcome
Recruit one psychiatrist to the Williston area	January 1, 2018	Staff time, Recruiter’s time, Recruitment budget	V.P. Physician Services, Division Recruiter	Foothold for recruiting full complement of Psych providers
Recruit one licensed MSW, or APC with Mental Health training	January 1, 2018	Staff time, Recruiter’s time, Recruitment budget	V.P. Physician Services, Division Recruiter	Begin or assist with growing practice
Encourage and assist current E-Psych provider to recruit additional provider; or find new provider with greater capacity	November 1, 2017	Staff time, Recruiter’s time, Recruitment budget	Sr. Team, V.P. Physician Services, Division Recruiter	Improved hours of access for both clinic and hospital evaluations and treatment
Develop and schedule Mental Health “First Aid” Workshop for area clergy, law	January 1, 2018	Staff time, budget	Mission Integration	Improve the ability of existing professionals to assist people in crisis

enforcement, and EMS personnel				
--------------------------------------	--	--	--	--

Goal Three: Increase access to healthcare for the greater Williston Community.

Rationale: The rapid growth of the Williston area has made it more difficult to schedule appointments in a timely manner (or as quickly as our customers prefer). Increasing the number of providers is helping this situation and increasing hours for ancillary services will also improve timeliness of patient care.

- A. Continue recruiting Primary Care providers.
- B. Continue recruitment of Specialty Physicians.
- C. Expand hours in CHI St Alexius Health Williston outpatient service areas.

Activity	Target Date	Resources Required	Lead Person/ Department	Anticipated Outcome
Recruit one additional Pediatrician	November 1, 2017	Staff time, Recruiter's time, Recruitment budget	V.P. Physician Services, Division Recruiter	More appointments available, improved access
Recruit one additional Family Practice Physician	November 1, 2017	Staff time, Recruiter's time, Recruitment budget	V.P. Physician Services, Division Recruiter	More appointments available, improved access
Recruit one additional Orthopedic Surgeon	January 1, 2018	Staff time, Recruiter's time, Recruitment budget	V.P. Physician Services, Division Recruiter	More appointments available, improved access
Recruit one additional Orthopedic P.A.	January 1, 2017	Staff time, Recruiter's time, Recruitment budget	V.P. Physician Services, Division Recruiter	More appointments available, improved access
Expand schedule in Radiology and Lab to include evening and weekend hours	January 1, 2018	Staff time,	V.P. Operations, Radiology and Lab	More patient throughput, shorter wait times, faster test results
Evaluate starting an Urgent Care Clinic	December 31, 2017	Staff time,	Sr. Team	If feasible, UCC would move less acute patients from ED,

				shortening wait times for all patients
--	--	--	--	--

Goal Four: Improve consistency of Emergency Department Services

- A. Solidify Emergency Room Provider schedule by forming new Physician Group.
- B. Assist new group in recruiting solid providers

Activity	Target Date	Resources Required	Lead Person/ Department	Anticipated Outcome
Assist interested ED physicians to form New Group	May 1, 2017	Staff time	CEO, Sr. Team	New group will provide local stability in ED coverage and raise level of quality and customer service
Assist new group in signing one ED physician	August 1, 2017	Staff time, Division Recruiter's time, Budget	CEO, Sr. Team	Eliminate delays and uncertainty in ED Scheduling
CHI St. Alexius Williston will Recruit and employ one additional APC	August 1, 2017	Staff time, Division Recruiter's time, Budget	CEO, Sr. Team	Eliminate delays and uncertainty in ED Scheduling

ⁱ <http://www.northdakota-demographics.com/williams-county-demographics>

ⁱⁱ Lynette Dickson, Kylie Nissen, Executive Summary, 2016 Community Health Needs Assessment, Williston Area