



Great Plains Health FY 2020 - FY 2022 Implementation Plan

A comprehensive, six-step community health needs assessment (“CHNA”) was conducted for Great Plains Health (GPHealth) and the West Central District Health Department by Community Hospital Consulting. This CHNA includes relevant demographic and health data as well as stakeholder input surrounding the study area, which is defined as Lincoln County, Nebraska.

GPHealth executives, representatives from West Central District Health Department and other community representatives met June through October of 2019 to review the research findings and prioritize the key focus areas. Criteria for prioritization included three characteristics: size and prevalence of the issue, effectiveness of interventions and the capacity to address the need. The top five prioritized areas were approved by the GPHealth Board in August and by the West Central District Health Board in September.

Please see the CHNA dataset for further detailed information.

The five most significant needs prioritized include:

1. Increase access to mental and behavioral health care.
2. Increase prevention education to reduce the prevalence of chronic diseases, preventable conditions, readmissions, and high mortality rates.
3. Improve access to safe and affordable housing.
4. Improve access to medical and dental care.
5. Recruit and retain quality healthcare professionals.

This document is the Great Plains Health CHNA implementation plan, which provides specific activities and services identified to directly address all of the identified priorities in the implantation years 2020 - 2022. The goals were identified by studying the prioritized health needs, within the context of the health system's overall strategic plan and the availability of finite resources. The plan includes the tie of each priority to the Health System's strategic objectives, specific implementation activities, measurements, responsible leaders, and progress/ key result updates (as appropriate).

The GPHealth Board reviewed and adopted the 2019 Community Health Needs Assessment and Implementation Plan on October 24, 2019.

Priority #1:	Increase access to mental and behavioral healthcare.			
Strategic Objective:	1. Ensure access to quality care. 4. Stay true to our mission, vision and values.			
Goals	Action Steps	Measurement	Responsible Party	Progress / Key Results
1.1 Provide points of access for mental and behavioral health services in the community	1.1A GPHealth will continue to provide an inpatient facility and outpatient clinic for mental and behavioral health patients.	Service available	Chief Clinical Officer	Including both adolescent and adult mental health patients, this service has seen a 250% increase in mental health visits in the GPHealth Psychiatric Services clinic and 70% increase in mental health visits through the Emergency Department.
	1.1B GPHealth will participate in community discussions about the expansion of detox services in the local community.	Plan in place by year end 2022	Chief Clinical Officer	Initial meeting held. Will create more focus in 2021.
	1.1C GPHealth is currently exploring the recruitment of additional adult psychiatrists to the area.	Recruitment	VP of Physician Services	Psychiatrist Dr. Alex Ding and Dr. Chris Alfonso were hired in 2020. Adolescent Psychiatrist Dr. Geetanjali Sahu was hired in 2019. Fran Reiken, LMHP, was added to the pediatric team in August of 2020 to work with children with mental health needs as well.
	1.1D GPHealth will continue to staff a Sexual Assault Nurse Examiner (SANE) and Sexual Assault Response Team (SART) who are trained specifically to treat sexually assaulted patients.	Service available	Chief Quality Officer	GPHealth staffs seven SANE trained nurses and is currently onboarding three more.
1.2 Utilize technology to improve access to mental and behavioral health partnerships	1.2A GPHealth will implement tele-psychiatry in major nursing homes in the PSA.	One program in place by year end 2020	GPHIN Executive Director	As of 2/2021 this service is currently live in Centennial and Linden Court Nursing Homes.
	1.2B GPHealth will explore a tele-health program in the schools.	Plan in place by year end 2021	Chief Development Officer	Currently working with NPPS and ESU16.
1.3 Generate community awareness and education about suicide and other mental health conditions	1.3A GPHealth will explore the promotion of a suicide prevention hotline, as well as suicide prevention resources and services.	Suicides in Lincoln County lower than the state and national average.	Chief Development Officer	This is done on Great Plains Health social media channels and on the gphealth.org website.
	1.3B GPHealth will lead a community suicide task force whose charge is to generate awareness about the signs of suicide and encourage early intervention.	Suicides in Lincoln County lower than the state and national average.	Chief Clinical Officer	Preliminary meetings were held in 2020. Follow up meetings will be held in 2021
1.4 Create partnerships with local schools and agencies to reach the adolescent population	1.4A The GPHealth adolescent psychiatrist will host teacher- and counselor-directed education to train those working with teens how to identify mental and behavioral health issues and what to do when the conditions are detected.	Training in 2020 and 2022	Chief Development Officer	Programs taught to date to educators and counselors: Effects of social media in teens, Increased in overdose during covid, suicide, adolescent substance abuse, disruptive behaviors, and anxiety and depression.
	1.4B GPHealth will collaborate with local middle and high schools to promote adolescent mental or behavioral health education and services to its students.	Suicides in Lincoln County lower than the state and national average.	Chief Development Officer	The GPHealth Mental Health Symposium is scheduled for Feb. 10. Educators have been invited to attend. 130 participants registered.
1.5 As the second largest employer in	1.5A As the second largest employer, GPHealth will continue to offer the Employee Assistance Program (EAP) to help employees navigate various life challenges.	Service available	Sr. Director of Human Resources	EAP is offered to all employees every year.

Goals	Action Steps	Measurement	Responsible Party	Progress / Key Results
Lincoln County, develop mental health support systems for employees of Great Plains Health	1.5B Through the GPHealth Innovation Network, establish condition management for mental health services.	Completion	GPHIN Executive Director	Great Plains Health provides a full-time Behavioral Health Case Manager, RN, Patty Smith, who assists outpatient clinic behavioral health patients with their needs and follow up post care, also linking them to other needed mental health services.
1.6 Offer support services and clinical guidelines designed to assist area providers and Lincoln County residents with the diagnosis of mental or behavioral health.	1.6A Develop locally-based clinical guidelines for standards of care for the top three DRGs related to behavioral health. (Psychosis, alcohol abuse and neurosis)	Completion	GPHIN Executive Director	Discussion being held at the quality committee on April 14.
	1.6B GPHealth will augment its depression screening services.	Service available	Chief Clinical Officer	GPHealth Family Medicine does depression screenings. These are also implemented on the inpatient side.
	1.6C GPHealth case managers continue to provide services and referrals that relate to mental and behavioral health conditions on an as needed basis.	Service available	GPHIN Executive Director	GPHIN social workers served an active caseload of 278 patients in 2020, mental and behavioral health patients were among that number.

Priority #2:	Increase prevention and education to reduce the prevalence of chronic diseases, preventable conditions, readmissions and high mortality rates.			
Strategic Objective:	1. Ensure access to quality care. 4. Stay true to our mission, vision and values. 5. Maintain the independence of healthcare in our region.			
Goals	Action Steps	Measurement	Responsible Party	Progress / Key Results
2.1 Offer community events designed to improve health and wellness.	2.1A GPHealth will continue to host free monthly prepared childbirth classes designed for first-time parents to learn what to expect on delivery day. Great Plains also provides a "Breastfeeding 101" class at no cost for new and soon-to-be parents to learn the basics of breastfeeding.	11 classes offered each year	Chief Clinical Officer	In 2020, due to covid, we went to online courses. A total of participants in prepare childbirth 87 and participants in breast feeding classes 50.
	2.1B GPHealth will continue to offer Friends & Family CPR classes to the community at no cost.	Course offered two times per year	Chief Development Officer	Due to covid classes were not held in 2020. Two classes are scheduled for 2021.
	2.1C GPHealth will continue to host employee and community blood drives for the American Red Cross.	Hosted one time per year	Marketing Manager	Due to covid no blood draws were held in 2020. Safety of this process will be evaluated for 2021.
	2.1D GPHealth diabetes management program will host a kids camp for children with Type 1 diabetes.	Held in 2020	Chief Development Officer	Had scheduled in 2020, however, the diabetic educator took another position.
2.2 Partner with local organizations who work to improve wellness in the community.	2.2A Continue to ensure active GPHealth leadership on the North Platte Area Wellness and Recreation Alliance.	GPHealth will offer the time of at least two senior leaders to this initiative	Chief Development Officer	Chief Development Officer Fiona Libsack and Marketing Manager Megan McGown both serve on the Alliance.
	2.2B GPHealth will continue to inspire health by supporting local organizations by giving through its GPHealth Gives committee or through providing volunteers.	At least \$100,000 per year contributed	Marketing Manager	In 2020, GPHealth gave more than \$120,000 in community donations through GPGives.
	2.2C GPHealth will continue to be the lead sponsor of the Platte River Fitness Series.	Sponsorship each year	Marketing Manager	GPHealth has been the lead sponsor for the Platte River Fitness Series for more than 10 years. Due to Covid, 2020 races were held virtually, but led to an increase of first time participants of 25%.
	2.2D GPHealth will continue to provide donations to area post-prom parties with the mission to engage teens in a drug-free, parent-supervised, post-prom activity.	At least five schools per year	Marketing Manager	While most proms were canceled in 2020 due to Covid, we did give to five of them: McPherson County Medicine Valley Hayes Center Sandhills/Thedford Brady
	2.2E GPHealth will continue to host an annual fundraising drive for the MidPlains United Way.	One employee fundraiser per year	Chief Financial Officer	In 2020, GPHealth raised the most money ever raised from United Way employee donations at \$27,547.
2.3	2.3A GPHealth will continue to provide lung screenings through CT scans at the GPHealth Imaging Center with an out-of-pocket cost to patients at a highly reduced rate.	Service available	Chief Operating Officer	Of the 118 lung screenings conducted in 2020, 105 were normal screenings, 8 were category 3 benign, 2 were category 4B, 1 was category 4A and one was category 4X.
	2.3B GPHealth will continue to offer low-cost heart screenings to employees and the community on a bi-weekly basis. As part of the prevention and early identification program, participants pay a significantly reduced amount for a heart screening. The screenings test a person's blood pressure, body mass index, cholesterol level, blood glucose level and calcium score to indicate if he or she is at risk for heart disease.	Service available	Chief Operating Officer	268 heart screenings were offered in 2020.

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2.3 Enhance the GPFit! initiative to improve community wellness.	2.3C GPHealth will host the Community Couch To 5K And Beyond program in partnership with the North Platte Recreation Center and the Platte River Fitness Series.	At least 25 participants per year	Marketing Manager	2020 marked GPHealth's first virtual event. 101 people started the program and 51 completed the race. Education from area medical professionals was provided via the established Facebook group. Topics included, mental health, nutrition, family fitness, cardiology, physical therapy and tips of encouragement each week for 12 weeks.
	2.3D In partnership with two local dermatology groups. GPHealth will continue to provide free skin cancer screenings to the community through "Melanoma Monday" events.	At least 50 screenings per year	Marketing Manager	Due to Covid, the Melanoma Monday screening was cancelled. However, 60 GPHealth employees were screened in 2020.
	2.3E GPHealth will sponsor a "Diabetes-Friendly Cooking Class."	At least five people per session	Chief Development Officer	Canceled in 2020 due to Covid. Instead, a healthy cooking class was offered to GPHealth employees. An event opened to the general public will be rescheduled in 2021.
	2.3F Launch Building Healthy Families, a family-based obesity treatment program for children and their families, in partnership with the Platte River Fitness Series, the University of Nebraska Medical Center and the University of Nebraska at Kearney. The 12-week evidence-based program is targeted for children with a BMI in the 95th percentile or higher is designed to eliminate obesity one family at a time.			Great Plains Health is one of seven communities in Nebraska chosen to deliver this 12 week program. Out of the seven chosen communities, only four were chosen as part of the research collaboration. We are one of the chosen for the research. We are currently attending all of the education and planning sessions. We are starting our program with the families in the fall of 2021.
2.4 Provide community education designed to improve the health of the community.	2.4A GPHealth, in conjunction with the Nebraska Tobacco Coalition, will continue to offer a tobacco quit line The Nebraska Tobacco Quitline, 1-800-QUIT-NOW (1-800-784-8669), gives Nebraska residents free and confidential, 24/7 access to counseling and support services. Quitline services are available in 170 languages. The Nebraska Tobacco Quitline offers a FREE two-week supply of over-the-counter nicotine replacement therapy. GPHealth promotes this line to both inpatients and outpatients.	2% increase in calls from Lincoln County made to the Quit Line each year	Chief Development Officer	The official numbers will be available via the web by the end of February.
	2.4B GPHealth will continue to offer life support education (advanced and basic) and educational resource tracks to the region's first responders, both volunteer and paid. The majority of these classes will be offered at no cost to the first responder, their squad or their community.	Classes offered each year throughout the region to area first responders	Chief Development Officer	In 2020, GPHealth conducted six ACLS classes with 25 regional first responders attending and 20 BLS classes with 88 first responders attending.
2.5 Provide community	2.5A GPHealth will continue to provide speakers and information when requested at community events and other educational opportunities.	Fill at least 80% of all request made to the marketing manager	Marketing Manager	100% requests filled.
	2.5B GPHealth will continue to offer free sports medicine services to more than 15 schools to help promote the proper treatment of sports-related injuries and to keep young athletes safe. In addition to attending sporting events, GPHealth will offer Elite Performance, a program designed to teach coaches and players proper prevention techniques to help avoid injury during conditioning and training. There is no charge to schools for this program.	Continue presence at least 90% of all schools covered in 2019	Chief Operating Officer	In 2020, services are offered in 17 schools

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resources to improve health and wellness.	2.5C GPHealth will partner with local childcare facilities to offer healthy nutrition education to children and parents in an effort to reduce the rate of obesity in Lincoln County.	Project developed and launched in 2021	Chief Operating Officer	Pam Garrick will reach out to dietitians and day care providers in 2021.
	2.5D GPHealth offers a lactation consult to assist new mothers and babies in breast feeding.	Service available	Chief Nursing Officer	A full-time lactation specialist was added in 2020. Since that time, our breastfeeding/breast milk rate has jumped from 50% to 80%.
	2.5E Establish a condition management program for diabetes patients.	Service available	Ex. Director of GPHIN	Program available, 214 patients participated in 2020
2.6 Adopt policies and programs that promote health and wellness among patients and visitors.	2.6A GPHealth will continue to be a smoke-free facility.	Completion	Chief Executive Officer	GPHealth continues to be a completely smoke-free facility
	2.6B GPHealth will continue to offer healthy options in the hospital cafeteria. GPHealth will also transform the Great Plains Health Café into a community model of healthy eating options.	Healthy snack section is greater in size than the dessert section. Reduction in the kinds of sodas served.	Chief Financial Officer	The grab-and-go station and the salad bar are available at GPHealth.
2.7 Promote prevention education and messaging throughout the community.	2.7A GPHealth will launch a social media chronic disease prevention campaign to educate the public on risk factors and preventable conditions.	One campaign per year	Marketing Manager	Programs offered: Stroke information with neurosurgeon and neurologist, Vaping and its effects on lungs and cancer with cardiopulmonary services and Breast health facts with a GPHealth oncologist
	2.7B GPHealth will utilize its social media channels to educate the public about the importance of colonoscopies and other tests and screenings that aid in early detection.	One campaign per year	Marketing Manager	A colonoscopy social media campaign is planned for launch in May, 2021. Marketing held all marketing campaigns in 2020 due to Covid.
	2.7C GPHealth will distribute a community direct mail piece that focuses on heart disease prevention.	One per year	Marketing Manager	The 2020 Community Impact publication featured an article by Interventional Cardiologist Dr. Richard Markiewicz about heart health prevention. Several heart health newstories were pitched to and featured in local media during February heart month as well.
2.8 Engage GPHealth employees in wellness	2.8A GPHealth will continue to offer a comprehensive wellness program to all employees. As participation incentives, employees are offered discounted rates to their health plan.	Completion	Sr. Director of Human Resources	GPHealth continues to use VirginPulse for this service.
	2.8B GPHealth will offer a life coach to assist employees on their path to wellness.	Completion	Sr. Director of Human Resources	GPHealth offers life coaching through employee health nurse Jasmine Hahn.
	2.9A GPHealth offers a COPD navigator who follows patients with chronic COPD both inside the hospital and post-discharge to educate and assist with needs.	Service available	Chief Operating Officer	COPD patient navigator is currently a service of GPHealth.

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Goals	Action Steps	Measurement	Responsible Party	Progress / Key Results
2.9 Create wrap-around services designed to enhance the success of patients with chronic disease.	2.9B GPHealth will grow its comprehensive care coordination program, which is designed to improve outcomes and reduce readmissions for high-risk patients. The non-reimbursed program ensures safe and effective transitioning from acute care to home through access to a nurse practitioner who can intensively follow their at-home care.	Increase number of active patients enrolled by 5% each year	Ex. Director of GPHIN	Care Coordination active enrollment increased from 116 at the end of 2019 to 278 at the end of 2020, an increase of 162%. Sept. 2020 YTD readmissions were down 8.8% from the end of 2019. Great Plains Health will continue the transitional care management (TCM) program of intensive care coordination for the 1st 30-days after discharge and then either “graduate” the patient or transition them to regular care coordination or chronic care management program for continued follow-up.
	2.9C GPHealth will explore the addition of more patient navigators in the health system.	Decision to add by year end 2020	Chief Provider Network Officer	GPHealth currently has a patient navigator in oncology, COPD and joint replacement. A decision to add another patient navigator has been pushed to the end of 2021.
	2.9D GPHealth will seek opportunities to work with Public Health and the school system to better serve patients discharged from the hospital or receiving outpatient care.	Quarterly partnership meetings	Chief Development Officer	GPHealth worked closely with the Public Health District during Covid-19 offering vaccinations, Bam medication and ensuring efficient and effective emergency response.

Priority #3:	Increase access to safe and affordable housing.			
Strategic objective alignment	3. Grow services to meet our region's needs. 3. Encourage innovation to improve patient care. 4. Stay true to our mission, vision and values. 5. Maintain the independence of healthcare within our region.			
Goals	Action Steps	Measurement	Responsible Party	Progress / Key Results
3.1. Increase access to safe and affordable housing options in the community	3.A GPHealth will continue to ensure active GPHealth leadership on the local housing task force.	At least on member of Senior Leadership attending.	Chief Executive Officer	CEO Mel McNea serves as the GPHealth representative.
	3.B GPHealth will continue to assist with housing down payments for registered nurses employed at GPHealth.	At least one employee supported per year.	Sr. Director of Human Resources	In 2020, one down payment was given and then the program was temporarily suspended due to Covid. This program has restarted and is open to any employee meeting the criteria.
	3.C GPHealth will become active participants in the safe housing task force.	At least on member of Senior Leadership attending.	Chief Executive Officer	Andre Eaton senior leader attending
	3.D GPHealth will continue to work with local hotels to offer patients receiving care and their families discounted rates.	Complete	Marketing Manager	Great Plains Health has discounts for patients and families currently with 11 hotels.
	3.E GPHealth will continue to promote Habitat for Humanity among employees, offering volunteer support when needed.	At least on member of Senior Leadership attending.	Chief Provider Network Officer	Bob Glow served in this capacity in 2020

Priority #4:	Improve access to medical and dental care.			
Strategic objective alignment	1. Ensure access to quality care. 2. Encourage innovation to improve patient care. 3. Grow services to meet our region's needs. 4. Stay true to our mission, vision and values. 5. Maintain the independence of healthcare within our region.			
Goals	Action Steps	Measurement	Responsible party	Progress / Key result
4.1 Utilize technology to improve access to medical care.	4.1A GPHealth will continue to explore ways to integrate and optimize the Epic electronic medical record throughout out the region so that patients and their providers have greater access to needed health information in a more efficient way.	One project per year	Chief Information Officer	2020 - Expanded Epic to Platte Valley Women's Healthcare clinic.
	4.1B GPHealth will continue to offer a dedicated medical interpretation phone line.	Completion	Chief Information Officer	GPHealth offers a medical interpretation line 24/7.
	4.1C GPHealth will expand both its inbound and outbound tele-health program.	Two new programs per year	Chief Development Officer	27 new tele-services were started in 2020
	4.1D GPHealth will grow utilization of the MyChart patient portal so that patients have more convenient and timely access to their health information. Baseline: 21% utilization.	35% of active patient base is signed up for MyChart by 2020	Chief Information Officer	By the end of 2020, GPHealth achieved 38% of patients signed up for the My Chart patient portal.
	4.1E GPHealth primary care will offer a tele-EZ Visit service for qualifying patients who wish to seek convenient care using their cell phones at extended hours to access primary care providers.	Service live by June 2020	Chief Development Officer	Service to launch in April 2021. Delay due to COVID.
4.2 Incite productive dialogue around access to low-income dental care in Lincoln County.	4.2A. GPHealth will organize a task force that will identify barriers to providing indigent dental care and implement solutions that will create greater access.	Solution implemented by 2022	Chief Executive Officer	Initial discussions with UNMC held.
4.3 Engage in programs that serve those unable to pay for healthcare services.	4.3A GPHealth will continue to actively comply with the Emergency Medical Treatment and Labor Act regulations, helping all patients to receive quality care regardless of citizenship or ability to pay.	100% compliance	Compliance Officer	Completed in October of 2020
	4.3B GPHealth will continue to offer financial support through the Great Plains Medication Assistance Program to help those who cannot afford their long-term medications to take advantage of low-cost and no-cost prescription programs.	Medication Assistance Program remains in existence all three reporting years.	Chief Financial Officer	2019: Achieved \$1,385,194 in savings for local patients. 2020: Achieved \$1,633,149.72 in savings for local patients.
	4.3C GPHealth will continue to offer a generous financial assistance program for those unable to pay for emergency medical and non-elective services who meet required eligibility guidelines. GPHealth employs staff to assist patients in obtaining financial assistance through public financial aid. Patients who do not meet required public benefit aid eligibility guidelines may be considered for GPHealth financial assistance and/or charity care program.	Financial Assistance Program remains in existence for all three reporting years.	Chief Financial Officer	A generous financial assistance program is available at GPHealth. Information is available at gphealth.org, or by calling 308.568.7112 and speaking with the GPHealth financial counselor.
4.4. Enhance physical structure of treatment areas to create greater access to care.	4.4A GPHealth will expand the emergency department to increase capacity and better serve the region's emergency needs.	Expansion completion in 2020	Chief Operating Officer	Completed in October of 2020
	4.4B GPHealth will increase the number of exam rooms available for primary care.	Completion by 2022	Chief Executive Officer	The emergency department tripled in size with its completed construction in 2020.
	4.5A GPHealth will continue to recruit sub-specialty onsite and/or telehealth services to reduce the need for patients to travel to far-away communities for follow-up care.	One program per year	Chief Development Officer	In 2020, Tele-endocrine was established through a partnership with UNMC and tele-diabetes education. In 2021, GPHealth will launch Tele-hepatology, also a partnership with UNMC.

Goals	Action Steps	Measurement	Responsible party	Progress / Key result
<p>4.5 Expand local healthcare services so that patients can stay as close to home as possible for medical care.</p>	<p>4.5B GPHealth will add gastroenterology services</p>	<p>Completion by 2020</p>	<p>Chief Provider Network Officer</p>	<p>Gastroenterology in North Platte opened in August of 2020</p>
	<p>4.5C GPHealth will add plastic surgery services</p>	<p>Completion by 2020</p>	<p>Chief Operating Officer</p>	<p>GPHealth launched its plastic surgery service with the addition of Dr. Sean Figy in November of 2019.</p>
	<p>4.5D GPHealth will add a surgical robotics program</p>	<p>Completion by 2020</p>	<p>Chief Operating Officer</p>	<p>The surgical robotics February 6, 2020 and is already exceeding original projections.</p>
	<p>4.5E GPHealth will seek opportunities to place GPHealth medical services in the PSA and SSA.</p>	<p>One program per year</p>	<p>Chief Development Officer</p>	<p>2020 new services added to the PSA/SSA: Neurosurgery, robotic surgery, gastroenterology, pathology, outpatient palliative care, fibroscan fatty liver technology, and 27 tele-health clinics.</p>

Priority #5:	Recruit and retain quality healthcare professionals.			
Strategic objective alignment	1. Ensure access to quality care. 3. Grow services to meet our region's needs. 4. Stay true to our mission, vision and values. 5. Maintain the independence of healthcare within our region.			
Goals	Action Steps	Measurement	Responsible party	Progress / Key result
5.1 Actively recruit healthcare professionals to the community.	5.1A GPHealth will work toward filling the physician needs prioritized in the medical staff needs assessment.	Net three of the listed providers per year.	VP of Physician Services	Physicians hired in 2020 for specialties including psychiatry, gastroenterology, neurosurgery, pathology, hospitalists and family medicine.
	5.2B GPHealth will continue to participate in physician retention strategies defined in the GPHealth Strategic plan and develop and implement a provider engagement plan.	Physician turnover rate less than the national average.	VP of Physician Services	2020 GPH physician turnover rate was 9.5%, National average is 15-17%
5.2 Deploy retention strategies to retain providers.	5.2A GPHealth will continue clinical integration, which strengthens communication among providers and patients, achieves better outcomes, allows for a greater focus on quality initiatives and consistency in best practice, and strategically develops a regional primary care plan.	Completion	GPIN Executive Director	This is an ongoing and growing program
	5.2B GPHealth will deploy strategies to help providers optimize the Epic electronic medical record.	Physician turnover rate less than the national average.	Chief Information Officer	In 2020, GPHealth met with physicians on a 1:1 basis to further customize their 'Epic experience using a company called Nuance. An additional follow-up training is scheduled for 2021. Physician turnover rate continues to be below the national average.
	5.2C Continue regular physician rounding.	Reach 100% of medical staff each year.	Chief Information Officer	Every provider reached in 2020
5.3 Engage in community development	5.3A GPHealth will continue to place leadership representatives on the North Platte Wellness & Recreation Alliance and the North Platte Recreation Foundation to continue the pursuit of added recreational amenities (a new or remodeled recreation center in North Platte) and enhance wellness opportunities in the community.	At least one executive participating	Chief Development Officer	Chief Development Officer Fiona Libsack and Marketing Manager Megan McGown currently serve as GPHealth representatives.
	5.3B GPHealth will continue to place leadership on community development and economic development committees to help build a community conducive to competitive professional recruitment.	At least one executive participating	Chief Executive Officer	CEO Mel McNea serves on the housing task force. CIO Brandon Kelliher serves as Mayor of North Platte; COO Ivan Mitchell serves on the NPPS School Board and the Chamber of Commerce economic development committee; CDO Fiona Libsack serves on the Chamber of Commerce Board of Directors, the North Platte Kids Academy Board of Directors, Mayors Committee on Wellness & Recreation, and the Fundraising Chairman for the North Platte Community Build Playground.
	5.4A GPHealth will continue its nurse residency and preceptor programs.	Programs conducted as syllabus defines	Chief Development Officer	Both programs are being held but were temporarily on-hold during COVID.

Goals	Action Steps	Measurement	Responsible party	Progress / Key result
5.4 Seek to grow and develop professionals with ties to the community.	5.4B GPHealth will pursue a PA residency program through Kansas State University.	Program launched by 2022	Chief Development Officer	Contract executed in 2021, students will be accepted in 2022.
	5.4C GPHealth will continue to expand the RN-to-BSN cohort program in North Platte, a partnership between GPHealth, University of Nebraska Medical Center and MidPlains Community College.	At least five students enrolled each year	Sr. Director of Human Resources	5-8 students are enrolled for 2021 in the RN to BSN through UNMC. Each January we add to the cohort experience by communicating with UNMC curriculum experts to insure they have all classes to begin the process by semesters.
	5.4D. In conjunction with Southeast Community College and Mid Plains Community College, GPHealth will continue to offer a surgical technician program, with clinic space provided in the GPHealth Education Department.	Designated area offered each year	Chief Development Officer	Surg tech Megan Norman is the instructor working with SECC. We have currently 1 student doing rotations at GPH.
	5.4E GPHealth will actively engage with local students interested in pursuing medical careers as a means to grow medical staff looking to return "home" to practice.	At least two school engagements per year	Sr. Director of Human Resources	Delayed due to COVID. A "super shadow" experience was signed off on by HR. This was suspended in 2020 due to covid. Program was to allow students at NP High to shadow nursing and other clinical staff.
	5.4F GPHealth will continue the JV Ambassador program, which engages youth volunteers in the practice of medicine.	Achieve 15 active students per year	Foundation Executive Director	Program offered but delayed during COVID;