

2020 - 2022 Implementation Plan

October 2019

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) 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 the 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 2019 and by the West Central District Health Board in September 2019. Please see the 2019 CHNA report 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 Implementation Plan, which provides specific activities and services identified to directly address all of the identified priorities in the implementation 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 2020-2022 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.			
Rationale:	<p>Lincoln County has a higher rate of depression (Medicare population) than the state. Lincoln County also has a lower rate of mental and behavioral health care providers per 100,000 population than the state. Many interviewees noted the limited local mental and behavioral health resources in the community, which leads to the transferring of patients outside the community for services such as detox, substance abuse and inpatient care. It was mentioned that the existing supply of mental and behavioral health care services and providers have long wait times for appointments and evaluations, and that there is a significant, increasing rate of recreational drug use in the community (opioids, methamphetamines, heroin, marijuana). The increasing drug rates was specifically discussed as concerning due to the close proximity to Colorado, with one interviewee stating: "One of the biggest issues right now is substance abuse and legalization of marijuana is making it difficult. We have people constantly driving to Colorado to pick up whatever they want, which causes some impaired driving issues."</p> <p>Interviewees discussed cost barriers to care in seeking treatment for mental and behavioral health related issues, and also mentioned a stigma associated with seeking care for mental and behavioral health services. One interviewee mentioned: "The services are there, but people do not always use them because they do not want to admit they have a problem or don't want to be on medication."</p> <p>It was mentioned that there is concern surrounding parental influence on adolescent substance abuse, and that there is a growing need for local adolescent behavioral health care services. Interviewees noted teens participating in risky lifestyle behaviors, such as teen pregnancy and sexually transmitted infections. One interviewee stated: "North Platte has a higher rate of 'troubled youth.' It comes from the number of parents dependent on drugs and alcohol. Kids are coming to school without a coat on in 0 degree weather...there are programs in the community, but we try to help those youth monetarily through the family, and a lot of times that financial support goes towards the parents addiction."</p>			
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	
	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	
	1.1C GPHealth is currently exploring the recruitment of additional adult psychiatrists to the area.	Recruitment	VP of Physician Services	
	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	
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	
	1.2B GPHealth will explore a tele-health program in the schools.	Plan in place by year end 2021	Chief Development Officer	
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	
	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	
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	
	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	
1.5 As the second largest employer in Lincoln County, develop mental health support systems for employees of Great Plains Health	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	
	1.5B Through the GPHealth Innovation Network, establish condition management for mental health services.	Completion	GPHIN Executive Director	
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.	Completion	GPHIN Executive Director	
	1.6B GPHealth will augment its depression screening services.	Service available	Chief Clinical Officer	
	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	

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.			
Rationale:	<p>Data suggests that higher rates of specific mortality causes and unhealthy behaviors warrants a need for increased preventive education and services to improve the health of the community. Cancer and heart disease are the two leading causes of death in Lincoln County and the state. Lincoln County has higher mortality rates than Nebraska for malignant neoplasms, chronic lower respiratory diseases, accidents (unintentional injuries), diabetes mellitus, influenza and pneumonia, essential hypertension and hypertensive renal disease, intentional self-harm (suicide) and breast cancer.</p> <p>Lincoln County has higher rates of communicable diseases such as chlamydia than the majority of other counties in the state. Lincoln County also has higher prevalence rates of chronic conditions and unhealthy lifestyle behaviors such as diabetes (adult and Medicare population), obesity, high blood pressure (adult and Medicare population) and physical inactivity than the state.</p> <p>With regards to maternal and child health, specifically, Lincoln County has higher percentages of mothers did not receive adequate prenatal care, very low and low birth weight births and teen births than the state. Data also suggests that Lincoln County adults may not be seeking preventive care services in an appropriate manner, such as mammograms, prostate cancer screenings and colorectal cancer screenings.</p> <p>Interviewees mentioned a lack of awareness of existing services for residents to access in the community. It was also mentioned that there is limited access to affordable grocery options, and the lack of access to healthy food is leading to higher obesity rates for the lower income population. The higher cost of healthy lifestyle options and programs was additionally noted as resulting in lower participation rates. One interviewee stated: "It is a matter of affordability. You do not have access to those facilities unless you can pay for it...some of it is out there but it comes at a cost."</p> <p>Many interviewees mentioned concern surrounding the youth population regarding higher rates of diabetes, obesity and sedentary lifestyles. It was also noted that there are significant cancer (breast, thyroid), Alzheimer's disease, COPD and arthritis rates in the community.</p> <p>It was mentioned that there is limited promotion of healthy lifestyle programs, specifically for the aging population. One interviewee stated: "Activities for promotion of a healthy lifestyle for the elderly is a need, possibly through group activities..." Interviewees also mentioned limited recreational activities for low income youth and significant obesity and physical inactivity rates, with one interviewee stating: "If you have money, your kids can be involved in recreational activities. All activities cost money and if you are a low income family, they don't have access."</p>			
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	
	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	
	2.1C GPHealth will continue to host employee and community blood drives for the American Red Cross.	Hosted one time per year	Marketing Manager	
	2.1D GPHealth diabetes management program will host a kids camp for children with Type 1 diabetes.	Held in 2020	Chief Development Officer	
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	
	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	
	2.2C GPHealth will continue to be the lead sponsor of the Platte River Fitness Series.	Sponsorship each year	Marketing Manager	
	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	
	2.2E GPHealth will continue to host an annual fundraising drive for the MidPlains United Way.	One employee fundraiser per year	Chief Financial Officer	
2.3 Enhance the GPFit! initiative to improve community wellness.	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	
	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	
	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	
	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	
	2.3E GPHealth will sponsor a "Diabetes-Friendly Cooking Class."	At least five people per session	Chief Development Officer	
	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.			
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	
	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	
2.5 Provide community resources to improve health and wellness.	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	
	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	

Goals	Action Steps	Measurement	Responsible Party	Progress / Key Results
	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	
	2.5D GPHealth offers a lactation consult to assist new mothers and babies in breast feeding.	Service available	Chief Nursing Officer	
	2.5E Establish a condition management program for diabetes patients.	Service available	Ex. Director of GPHIN	
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	
	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	
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	
	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	
	2.7C GPHealth will distribute a community direct mail piece that focuses on heart disease prevention.	One per year	Marketing Manager	
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	
	2.8B GPHealth will offer a life coach to assist employees on their path to wellness.	Completion	Sr. Director of Human Resources	
2.9 Create wrap-around services designed to enhance the success of patients with chronic disease.	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	
	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	
	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	
	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	

Priority #3:	Increase access to safe and affordable housing.			
Strategic Objective:	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.			
Rationale:	<p>Data indicates that good (not excellent), affordable housing was in desperate need in North Platte and Lincoln County. In the North Platte and Lincoln County Housing Needs Assessment, the majority of survey respondents believe the type of housing they want is either not available in Lincoln County or they are not sure it exists. When asked what type of housing was needed in Lincoln County, a key word in most of the answers was "Affordable".</p> <p>The vast majority of single-family homes in Lincoln County are considered in "average" condition, followed by "good" condition. Of those single-family homes that are classified in "Worn Out" or "Badly Worn" conditions, the majority were built between 1931-1960, followed closely by those built before 1930 and those built between 1971 and 1980. The vast majority of household units in Lincoln County and North Platte were built in 1970-1979, with a significant number of those units being built in 1939 or earlier. The median year of structure builds in North Platte is older than that of Brady, Hershey and Lincoln County.</p> <p>The aging population was noted as facing a growing need for additional senior housing options and nursing home capacity. One interviewee stated: "We need to have additional senior living accommodations for all different demographics and financial abilities. There are many farm and ranching families who will be retiring in the coming years, and they want to live closer to medical services. We need to do a better job addressing housing issues for them."</p> <p>Interviewees discussed increasing homeless persons living in cars and using schools and recreational centers for necessities, such as laundry and hygiene. High rates of youth homelessness were also noted, with one interviewee stating: "One of the greatest problems here is youth homelessness. As small as our community is, it is still something the youth are facing."</p> <p>It was mentioned that there is concern surrounding the relationship between poor housing conditions and chronic diseases, such as cancer. Interviewees mentioned a need for additional housing options to facilitate population growth, and a lack of affordable housing for lower socioeconomic groups. One interviewee stated: "Low income residents do not have healthy living conditions, which is a giant issue right now. It makes it very difficult for families to move out of the cycle of poverty. It affects the economic development of the entire community."</p>			
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	
	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	
	3.C GPHealth will become active participants in the safe housing task force.	At least on member of Senior Leadership attending.	Chief Executive Officer	
	3.D GPHealth will continue to work with local hotels to offer patients receiving care and their families discounted rates.		Marketing Manager	
	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	

Priority #4:	Improve access to medical and dental care.			
Strategic Objective:	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.			
Rationale:	<p>Data suggests that some residents in the study area face significant cost barriers when accessing the healthcare system and other necessities within the community. Lincoln County has higher rates of overall food insecurity, child food insecurity and an average meal cost than the state. Additionally, Lincoln County has a higher percentage of households with no motor vehicle than the state, which creates transportation barriers.</p> <p>Lincoln County has a lower rate of primary care physicians and dentists per 100,000 population than the state, and has a significantly higher preventable hospital event rate per 100,000 Medicare Enrollees than the state.</p> <p>Interviewees mentioned a growing concern regarding the limited ability of residents to afford health care services in the community. It was noted that the cost of living in Lincoln County forces residents to choose between medications and bills, with one interviewee specifically stating: "The cost of living here when it comes down to rental properties or affordable housing there is a barrier, so that feeds into getting the medications. If you are in the middle, it is hard to pay for your bills and seek treatment."</p> <p>Interviewees discussed the lack of primary care options for low income and un/underinsured residents, which may result in a delay in seeking care, foregoing care and/or use of the Emergency Room for primary care. It was also noted that un/underinsured residents are not seeking regular preventive care services, which is resulting in the overuse of the Emergency Room and could lead to adverse health outcomes. One interviewee stated: "There are a lot of uninsured people that do not take as good care of themselves as they could if they had insurance...they end up in the emergency room with no insurance, which is not the proper setting for care."</p> <p>A shortage of primary care was mentioned as leading to increased use of advanced practitioners, long wait times for appointments, delay in seeking care and overuse of the Emergency Room. Interviewees noted limited primary care options for un/underinsured, low income, Medicaid and Medicare residents, as well as a lack of extended hour facilities available for persons requiring care outside of working hours. It was also mentioned that there is concern around the community surrounding the potential additional fees now that primary care providers are employed by the hospital. One interviewee stated: "In the last several months we have seen a shift because all the local doctors have gone under the GPHealth umbrella. It has caused a lot of trouble for folks and are getting billed for facility fees they were not expecting."</p> <p>Interviewees raised concern surrounding poor dental hygiene in the community, and noted that the lack of affordable services and care may lead to poor dental hygiene. It was mentioned that there are few providers in Lincoln County accepting Medicaid and un/underinsured patients, and that the limited availability of affordable dental providers is leading to residents not seeking routine care, poor dental health and outmigration to Lincoln and Omaha. One interviewee stated: "The vast majority of our dental providers do not take Medicaid and so access to that is very limited. There are some providers that take limited Medicaid but again it is very limited. So many of the Medicaid clients do not receive oral healthcare. We have a crisis when it comes to oral health in our area."</p> <p>The aging population was specifically mentioned as facing a lack of affordable health care options in the community, as well as having a disproportionate challenge in insurance and transportation barriers in accessing dental health. Cost barriers to health care services and prescriptions were noted as resulting in a delay in seeking care, foregoing care, overuse of the Emergency Room and low prioritization of health care needs. One interviewee stated: "A lot times they need to choose between paying their bills or prescriptions. Access to affordable prescriptions is the biggest challenge they face."</p>			
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	
	4.1B GPHealth will continue to offer a dedicated medical interpretation phone line.	Completion	Chief Information Officer	
	4.1C GPHealth will expand both its inbound and outbound tele-health program.	Two new programs per year	Chief Development Officer	
	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	
	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	
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	
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	
	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	
	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	
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	
	4.4B GPHealth will increase the number of exam rooms available for primary care.	Completion by 2022	Chief Executive Officer	
4.5 Expand local healthcare services so that patients can stay as close to home as possible for medical care.	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	
	4.5B GPHealth will add gastroenterology services	Completion by 2020	Chief Provider Network Officer	
	4.5C GPHealth will add plastic surgery services	Completion by 2020	Chief Operating Officer	
	4.5D GPHealth will add a surgical robotics program	Completion by 2020	Chief Operating Officer	
	4.5E GPHealth will seek opportunities to place GPHealth medical services in the PSA and SSA.	One program per year	Chief Development Officer	

Priority #5:	Recruit and retain quality healthcare professionals.			
Strategic Objective:	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.			
Rationale:	<p>Lincoln County is a state-designated shortage area for the following specialties: General Pediatrics, Internal Medicine, Occupational Therapy, Psychiatry & Mental Health and Pediatric Dentistry & Oral Surgery. Additionally, Lincoln County has several Health Professional Shortage Area designations and census tract-based Medically Underserved Area/Population designations, as defined by the U.S. Department of Health and Human Services Health Resources and Services Administration (HRSA).</p> <p>Interviewees discussed an increasing need for additional primary care providers, specifically in Internal Medicine. One interviewee stated: "We have a shortage of Internal Medicine practitioners. Currently we only have two practicing. North Platte is an older community and the older population needs the internal medicine support."</p> <p>It was acknowledged that it is challenging to recruit specialty providers to the community, and that the shortage of providers is leading to outmigration towards Lincoln, Omaha and Colorado, which creates transportation barriers for some residents. Specialties mentioned as needed include: Gastroenterology, Urology, Psychiatry, Pulmonology, Plastic Surgery and Pediatric sub-specialties.</p> <p>The limited depth across certain specialties was noted as leading to long wait times for appointments and outmigration of patients. Interviewees also mentioned a lack of community awareness regarding specialty service offerings, and one interviewee stated: "They are here, it is just people don't recognize it or know it. We have specialists that visit, or are even in our area, it is just that people don't know it."</p>			
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	
	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	
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	GPHIN Executive Director	
	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	
	5.2C Continue regular physician rounding.	Reach 100% of medical staff each year.	Chief Information Officer	
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	
	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	
5.4 Seek to grow and develop professionals with ties to the community.	5.4A GPHealth will continue its nurse residency and preceptor programs.	Programs conducted as syllabus defines	Chief Development Officer	
	5.4B GPHealth will pursue a PA residency program through Kansas State University.	Program launched by 2022	Chief Development Officer	
	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	
	5.4D. 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	
	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	
	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	

Feedback, Questions or Comments?

Please address any written comments on the CHNA and Implementation Plan and/or requests for a copy of the CHNA and Implementation Plan to:

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Please find the most up to date contact information on the Great Plains Health website under “Community Impact”:

<https://www.gphealth.org/about-us/community-impact/>

Thank you!

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