

CHI St. Alexius Health - Dickinson

2022 Community Health Implementation Strategy

Adopted October 2022








Dickinson Medical Center

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At-a-Glance Summary

<p>Community Served</p> 	<p>Dickinson serves as the hub of southwest North Dakota which encompasses an 8-county area as well as portions of eastern Montana. Those eight counties are Adams, Billings, Bowman, Dunn, Golden Valley, Hettinger, Slope and Stark. Dickinson is the largest community with over 26,000 people. The population of these eight ND counties is 46,868. There is also significant draw from McKenzie County to the Northwest and Morton County to the east.</p>	
<p>Significant Community Health Needs Being Addressed</p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <ul style="list-style-type: none"> • Availability of Mental Health Services (1) • Alcohol use and abuse, Adults (2) • Availability of Specialists (3) • Availability of resources to help elderly stay in their homes (4) • Drug use and abuse, Youth (5) • Cost of long-term/nursing home care (6) • Depression/anxiety – Youth and Adult (7) • Having enough child daycare services (8) • Not enough affordable housing (9) • Bully/Cyberbullying (10) 	
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital will create five workgroups to help address the identified needs through coordination and cooperation with partner organizations in the community. The five workgroups and the identified needs (corresponding number above) they will work to address will be:</p> <ol style="list-style-type: none"> 1.) Affordable Housing (4, 9) 2.) Behavioral Health (1, 2, 5, 7) 3.) Childcare/Youth (5, 7, 8, 10) 4.) Elder Concerns (1, 4, 6, 9) 5.) Availability of Specialists (1, 3) <p>Some strategies and program associated with the needs at the time of this document’s approval are in the “Strategies and Program Activities” of this report.</p>	
<p>Anticipated Impact</p> 	<p>We believe the work done to address these needs will improve the overall quality of life for individuals living in southwest North Dakota, especially vulnerable populations that are most impacted by many of these needs at one time. By focusing on developing solid plans to address deficiencies in the social determinants of health we will build programs that will improve the lives of our citizens and build robust support systems for them. In addition, the partnerships between various organizations will strengthen the community’s ability to meet additional challenges in the future.</p>	
<p>Planned Collaboration</p> 	<p>Collaboration will be a key component to these implementation strategies being carried out in a successful way. These workgroups will be built through the leveraging of relationships to ensure the right people are at the table to make the decisions. This will include state, county, and local leaders, business leaders and private organizations related to the topic at hand. The goal will be open and honest conversation that helps move things forward. Quarterly status meetings will be held to check on action steps and to keep things on track. Flexibility and nimbleness will be a key part of this collaboration.</p>	

This document is publicly available online at the hospital’s website. Written comments on this report can be submitted to the **John Odermann, Director of Mission, 2500 Fairway St. Dickinson, ND 58601** or by e-mail to john.odermann@commonspirit.org

Our Hospital and the Community Served

About the Hospital

CHI St. Alexius Health Dickinson Medical Center is a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 1,000 care sites in 21 states coast to coast, serving 20 million patients in big cities and small towns across America.

CHI St. Alexius Health Dickinson Medical Center, located in Dickinson, North Dakota, is a 25-bed, Critical Access Hospital (CAH) with a Level IV Trauma Center, accredited by the American College of Surgeons and The Joint Commission (TJC). CHI St. Alexius Health constructed a new, state-of-the-art replacement hospital facility, which opened in 2014. The hospital and adjacent medical clinic are located in the same facility at 2500 Fairway Street in Dickinson. It also administers clinic services at the rural family clinic in Beach, North Dakota. CHI St. Alexius Health Dickinson Medical Center, in 2021 and 2022, earned a 5-star overall quality rating from CMS (Centers for Medicare & Medicaid Services).

Our Mission

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission.

“As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.”

Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay. This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.



Description of the Community Served

CHI St. Alexius Health Dickinson Medical Center is located in Dickinson, ND, which serves as the hub of southwest North Dakota. SW ND is an 8-county area as well as portions of eastern Montana. Those eight counties are Adams, Billings, Bowman, Dunn, Golden Valley, Hettinger, Slope and Stark.

Dickinson is the largest community with over 26,000 people. The population of these eight ND counties is 46,868. There is also significant draw from McKenzie County to the Northwest and Morton County to the east.

Dickinson is located approximately 65 miles from both the Montana and South Dakota borders. It is less than an hour drive from Lake Sakakawea, the largest of the mainstream reservoirs on the Missouri River, which provides fishing, camping, and other recreation. Dickinson's economy is based primarily on the oil and gas industry, agriculture, manufacturing, professional and other services, and retail.

Dickinson is home to Dickinson State University, a four-year public university with an in-person enrollment of nearly 1,000 students and more than 800 additional online students. The city's public education system includes the following: a high school, junior high, and five elementary schools; private schools serving the community are Hope Christian Academy and Dickinson Catholic Schools, consisting of two elementary schools and a high school.

Dickinson's five largest employers are Dickinson Public Schools; Steffes Corporation; Dickinson State University; Killdeer Mountain Manufacturing; and CHI St. Alexius Heath Dickinson Medical Center. To address the area's need for quality, skilled workers, a Southwest Career and Technical Education Academy is actively being developed. Dickinson Public Schools, Dickinson State University, Trinity Catholic Schools, and the Roughrider Area Career and Technical Center have teamed up to create a task force and initiate the program. High school and college students will have the opportunity to enroll, starting in August 2022.

Dickinson's Park District offers 31 developed parks, nine future park areas, and pedestrian trails. Also available are an 18-hole golf course, two disc-golf courses, Patterson Lake Recreation Area, and nearby hunting, fishing, and camping. Coming to Dickinson in 2022 is Friendship Park, an inclusive playground, designed with consideration for children with special needs, such as wheeled mobility, sensory issues, hearing and vision impairment, and compromised immune systems. The West River Community Center is a 135,000-square-foot fitness facility that features an indoor pool, golf room, climbing wall, indoor tennis courts and track, basketball courts, racquetball courts, strength and cardiovascular equipment, and free weights. For children, it offers an indoor playground, childcare services, water slides, and other aquatic play areas.

Community Assessment and Significant Needs

The health issues that form the basis of the hospital's community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in March of 2022. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available on the hospital's website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Availability of Mental Health Services	Behavioral Health Services, in and outpatient	●
Alcohol Use and Abuse – Adults	Substance abuse counseling opportunities	●
Availability of Specialists	Dermatology, Oncology, Cardiology, ENT, etc.	●
Availability of Resources to help the elderly stay in their homes	Affordable housing, in-home care, transportation, other services	●
Drug Use and Abuse – Youth	Substance abuse counseling opportunities, youth programs	●
Cost of long-term/nursing home care	Affordable options for elderly	●
Depression/Anxiety – Youth and Adult	Behavioral Health Services, recreational opportunities	●
Having enough child daycare services	Not enough daycare spaces in community to meet demand	●
Not enough Affordable Housing	“Affordable” housing for underemployed, homeless, or other populations	●
Bully/Cyberbullying	Inability to get away from bullying due to social media or prevalence of it in school settings	●

2022 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

The hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

Hospital and health system participants included all members of the Senior Management Team, including the President/CEO, CFO, CNO, Human Resources Manager, Director of Mission, and Clinic Director. In addition, members of the leadership teams, which includes all managers and directors throughout the facility were asked for their input on the plan and encouraged to bring ideas forth from within their departments. Community input or contributions to this implementation strategy included representatives from:



- CHI St. Alexius Health
- City of Dickinson
- Stark County
- Trinity Catholic Schools
- Dickinson Public Schools
- Southwest Area Homeless Coalition
- Local Parishes
- Dickinson Area Chamber of Commerce
- Domestic Violence and Rape Crisis Center
- Community Action
- Badlands Human Service Center
- Southwest District Health Unit
- Dickinson Police Department
- Stark County Sheriff's Department
- Dickinson State University
- North Dakota Legislators, Districts 36, 37, and 39
- Stark County State's Attorney's office
- Stark Development Corporation
- Sunrise Youth Bureau
- Dickinson Youth Commission
- Dickinson Parks and Recreation
- Benedictine Living Communities
- Northland PACE
- St. Luke's Home
- Edgewood, Hawk's Point
- Evergreen
- Country House
- Able, Inc.

The programs and initiatives described here were selected on the basis of implementation planning meetings that included robust conversations focused on collaboration and communication across organizations and disciplines. Open-minded dialogue that focused on solutions already available and realistic new opportunities was key to the development of the plan for the next three years. Buy-in and commitment to ongoing work across the community has been very exciting.

Community Health Strategic Objectives

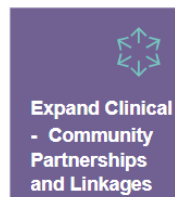
The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants both inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities overall address strategic aims while meeting locally-identified needs.



**Advance
Community
Health
Alignment and
Integration**

Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



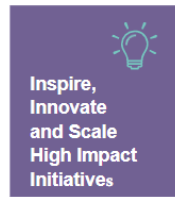
**Expand Clinical
- Community
Partnerships
and Linkages**

Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.



**Build Capacity
for More
Equitable
Communities**


Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.



**Inspire,
Innovate
and Scale
High Impact
Initiatives**

Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.

Strategies and Program Activities by Health Need

 Health Need: Affordable Housing (Availability of resources to help elderly stay in their homes, Not enough affordable housing)					
Anticipated Impact (Goal)		The hospital will work with interested community organizations and our patients to help bridge the gap between their health and the social determinant of health “shelter” through coordination with current shelters, resources, and cities to make more “affordable” housing available in the community.			
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
City/County code review	<ul style="list-style-type: none"> Review of the current city/county code to see if there are barriers to affordable housing developments being created in the community. Work will be done to ensure barriers are eliminated and education is provided to decision makers on what the issues are in regard to development 	•	•	•	•
Coordination and Communication	<ul style="list-style-type: none"> Improve coordination between entities through a common touchpoint in the community for resources and information as to resources and programs available, including budgeting/finance education. Designate owner of resource list to keep information current. 	•	•	•	•
Development programs	<ul style="list-style-type: none"> Review/update and promotion of available city and county programs, or the addition of new programs, that may encourage the development of more affordable housing in the community, whether that be lower priced homes, tiny homes, etc. Compile and promote program information from financial institutions, Stark Development, and Single Room Occupancy Unit Program. 	•	•	•	•
Homeless/Transitional/Supportive Housing Shelter	<ul style="list-style-type: none"> Development and implementation of a business plan to help address homelessness in the community through the opening and staffing of a 	•	•	•	•



Health Need: Affordable Housing

(Availability of resources to help elderly stay in their homes, Not enough affordable housing)

	transitional and supportive housing for individuals experiencing homelessness in the community. <ul style="list-style-type: none">• Amending, if necessary, city code to allow for development.				
Planned Resources	Staff time and collaboration with community leaders. Potential use of Mission and Ministry Funds (Will apply in FY23 for Planning dollars) Potential city funding for purchase/renovation/operations of shelter in start-up phase.				
Planned Collaborators	CHI St. Alexius Health City of Dickinson Stark County Regional Counties Homeless Coalition Badlands Human Service Center Local Parishes Dickinson Area Chamber of Commerce House of Manna Local Realtors Domestic Violence and Rape Crisis Center Community Action Partnership Able, Inc. Dickinson Public Schools Dakota Center for Independent Living Stark Development Dickinson Adult Detention Center USDA				



Health Need: Behavioral Health

(Availability of Mental Health Services, Alcohol use and abuse, Adults, Drug use and abuse, Youth, Depression/anxiety – Youth and Adult)

Anticipated Impact (Goal)	Work toward bridging the gap in behavioral health services through a community initiative that brings inpatient and outpatient options to the area while also addressing staffing and facility shortages in the region.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignmen t & Integratio n	Clinical - Communit y Linkages	Capacity for Equitable Communit es	Innovatio n & Impact
Staffing/Recruitment Programs	<ul style="list-style-type: none"> Staffing is an identified critical need and legislation or local match dollars for scholarship and tuition reimbursement programs should be leveraged to encourage individuals to go into the behavioral health field. Career Builders Program consider simplification of program Challenge Grants and associated amount of available funds Rural Health Grant – translate into legislation for possible expansion to application for behavioral health Address barriers to reciprocity for behavioral health providers licensed in other states to become licensed to practice in ND. 	•	•	•	•
Inpatient Behavioral Health	<ul style="list-style-type: none"> Continue work toward bringing ten inpatient beds to CHI St. Alexius Health in Dickinson. This work will be funded in cooperation with CommonSpirit, local, county, and state government. Support and promote the opening of the new Heartview Clinic in St. Joe’s Plaza to help address the gap in substance abuse counseling services in the region. Analyze need for juvenile placement. 	•	•	•	•
Outpatient Behavioral Health	<ul style="list-style-type: none"> Cooperative agreements and arrangements with care sites to ensure patients and customers are getting appropriate care and are referred to the appropriate place the first time as opposed to a trial and error approach. Review opportunities to bring outpatient options to the CHI clinic in Dickinson to improve availability of care. Analyze availability and need for juvenile services. 	•	•	•	•



Health Need: Behavioral Health

(Availability of Mental Health Services, Alcohol use and abuse, Adults, Drug use and abuse, Youth, Depression/anxiety – Youth and Adult)

Education Programming	<ul style="list-style-type: none"> • Coordination with Dickinson State University, the State of North Dakota, and the Southwest Career and Technical Education Center to meet the needs through the development of educational programs that will provide staff for behavioral health. • Internship and job shadowing programs for individuals to see if they'd like to pursue a career in behavioral health. • Explore existing and identify new clinical training opportunities. 	•	•	•	•
Coordination and Communication	<ul style="list-style-type: none"> • Improve coordination between entities through a common touchpoint in the community for resources and information as to resources and programs available. 	•	•	•	•
Planned Resources	<p>Staff time and collaboration with community leaders. Financial support when deemed appropriate. The hospital will also provide community health educators, outreach communications, and program management support for these initiatives.</p>				
Planned Collaborators	<p>CHI St. Alexius Health Badlands Human Service Center Southwestern District Health City of Dickinson Stark County Dickinson Police Department Stark County Sheriff's Department Heartview North Dakota Legislature, Districts 36, 37, 39 Dickinson State University Hope's Landing Stark County State's Attorney Dickinson Public Schools Southwest Multi-County Correction Center Surrounding Counties/Municipalities State of North Dakota Southwest Career and Technical Education Center</p>				



Health Need: Childcare/Youth Concerns

(Drug use and abuse, Youth, Depression/anxiety – Youth, Having enough child daycare services, Bully/Cyberbullying)

Anticipated Impact (Goal)	Provide additional childcare capacity in Dickinson through the renewal and utilization of grant programs and/or helping eliminate barriers to opening childcare centers, including staffing. Help support youth related activities that create an atmosphere free of judgement/bullying in our schools.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Childcare programs	<ul style="list-style-type: none"> Encourage the development, renewal and continuation of community and state based grant programs to enable individuals to open new or expand existing daycare facilities to increase capacity. Incentives focused specifically on bringing buildings up to code. Regulatory and code review for efficiencies. 	•	•	•	•
Early Childhood Education	<ul style="list-style-type: none"> Coordination with Dickinson State University and the Southwest Career and Technical Education Center to meet the needs through the development of educational programs that will provide staff for daycare centers. Development of programs that will incentivize individuals to participate in these programs through scholarships or tuition reimbursement Education – shadow and internship work to gain on the job experience with school credit prior to graduation 	•	•	•	•
Youth programming	<ul style="list-style-type: none"> Coordination across agencies that work directly with youth, whether that be the school system, parks and recreation, or local clubs to bring additional programming to the area that may not currently be offered. Work toward improving current offerings or reassess the effectiveness of them. Early release/closed day after school programming opportunities. 	•	•	•	•



Health Need: Childcare/Youth Concerns

(Drug use and abuse, Youth, Depression/anxiety – Youth, Having enough child daycare services, Bully/Cyberbullying)


Youth Commission	<ul style="list-style-type: none"> Support the activities of the youth commission through financial contributions or the contribution of time and talent to their activities in the community. Listen to their suggestions with an open mind and do what we can to implement their ideas or solutions. Developing strategy and business plan for a youth center in Dickinson. 	•	•	•	•
Coordination and Communication	<ul style="list-style-type: none"> Leverage community presence of all organizations to publicize and promote the activities currently ongoing and active in the community to address this need to increase visibility and demonstrate the commitment to addressing it. 	•	•	•	•
Planned Resources	Staff time and collaboration with community leaders. Financial support when deemed appropriate. The hospital will also provide community health educators, outreach communications, and program management support for these initiatives.				
Planned Collaborators	CHI St. Alexius Health – Brittney Smith Dickinson Public Schools Trinity Catholic Schools Stark Development Corporation City of Dickinson Sunrise Youth Bureau Dickinson Youth Commission Dickinson Parks and Recreation State of North Dakota Stark County North Dakota Legislature, Districts 36, 37, 39 Dickinson State University Local Parishes Southwestern District Health Unit Domestic Violence and Rape Crisis Center				



Health Need: Elder Concerns

(Availability of Mental Health Services, Availability of resources to help elderly stay in their homes, Cost of long-term/nursing home care, Not enough affordable housing)

Anticipated Impact (Goal)	Help elderly members of the community address the various needs they are faced with, including, but not limited to mental health services, transportation, cost of housing, etc.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Transportation	<ul style="list-style-type: none"> ● Increase opportunities for transportation in the community for those who can no longer operate, or cannot afford to have a vehicle of their own. ● Assessment feasibility of route structure and potential expansion of route. ● Ensure accessibility of transportation and qualifications/proper training of transportation staff. ● Look into the possibility of transportation vouchers for the less fortunate so they can get to medical appointments, shopping and employment opportunities. 	●	●	●	●
Employment/Volunteer Opportunities	<ul style="list-style-type: none"> ● Assessment of current and new opportunities for employment for the aged population in Dickinson to allow livable wages to support themselves and their families ● Assessment of current and new opportunities for volunteering for the aged population in Dickinson ● Providing support for the elderly to have a quality of life that respects their dignity. 	●	●	●	●
Care coordination and communication	<ul style="list-style-type: none"> ● Leverage community presence of all organizations to publicize and promote the activities currently ongoing and active in the community to address this need to increase visibility and demonstrate the commitment to addressing it. 	●	●	●	●

 Health Need: Elder Concerns (Availability of Mental Health Services, Availability of resources to help elderly stay in their homes, Cost of long-term/nursing home care, Not enough affordable housing)					
	<ul style="list-style-type: none"> Cooperative agreements and arrangements with care sites to ensure patients and customers are getting appropriate care and are referred to the appropriate place the first time as opposed to a trial and error approach. 				
Recruitment and Retention programs	<ul style="list-style-type: none"> Staffing is an identified critical need and legislation or local match dollars for scholarship and tuition reimbursement programs should be leveraged to encourage individuals to go into the long-term nursing and behavioral health field. Recruitment initiatives and programs to incentivize moving to North Dakota. International recruitment programs. 	•	•	•	•
Education programming	<ul style="list-style-type: none"> Coordination with Dickinson State University and the Southwest Career and Technical Education Center to meet the needs through the development of educational programs that will provide staff for long-term care. Education – shadow and internship work to gain on the job experience with school credit prior to graduation Explore education options for non-traditional students at the post-high school level. Seek area employers to assist in clinical training opportunities. 	•	•	•	•
Planned Resources	Staff time and collaboration with community leaders. Financial support when deemed appropriate. The hospital will also provide community health educators, outreach communications, and program management support for these initiatives. Hospital and clinic may also be able to provide community outreach to the homebound or nursing homes to help expand care.				
Planned Collaborators	CHI St. Alexius Health St. Benedict’s Health Center St. Luke’s Home				



Health Need: Elder Concerns

(Availability of Mental Health Services, Availability of resources to help elderly stay in their homes, Cost of long-term/nursing home care, Not enough affordable housing)

Edgewood Hawk's Point
Evergreen
Country House
Northland Pace
Local Parishes
Stark County
North Dakota Legislature, Districts 36, 37, 39
Eldercare
City of Dickinson
Southwestern District Health Unit
North Dakota Department of Health and Human Services
Dickinson Area Chamber of Commerce
Dakota Center for Independent Living
Community Action Partnership



Health Need: Availability of Specialists

Bring specialists to the community that meet the needs of the community and are financially sustainable long-term.



Health Need: Availability of Specialists

Anticipated Impact (Goal)					
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Recruitment and Retention	<ul style="list-style-type: none"> Improvements and efficiencies in the recruitment process will be analyzed. Development of a “local prospects” list that focuses on those individuals most likely to remain in Dickinson or be interested in visiting Dickinson long-term. Build a sustainable culture among providers that encourages retention. 	●	●	●	●
Coordination and Communication	<ul style="list-style-type: none"> Coordination with CHI and Sanford to not duplicate efforts and provide services that do not lead to redundancy, but enhance the overall care picture of Dickinson and the region. 	●	●	●	●
Scholarship and Tuition Programs	<ul style="list-style-type: none"> Support and development of scholarship and tuition reimbursement programs that incentive providers to come to and practice in Dickinson and the surrounding area. 	●	●	●	●
Identify Community Needs	<ul style="list-style-type: none"> Ongoing efforts to identify topics or activities that make financial success to bring to the community in terms of care and are sustainable long-term. 	●	●	●	●
Planned Resources	Staff time and collaboration with community leaders. Financial support when deemed appropriate.				
Planned Collaborators	CHI St. Alexius Health Sanford Health				



Health Need: Availability of Specialists

Community Leaders
Business Leaders

