2025 Community Health Implementation Strategy and Plan

CHI St. Alexius Health - Turtle Lake, ND

Board Approved October 2025

CHI St. Alexius Health™

A member of CommonSpirit

Table of Contents

At-a-Glance Summary

Community Served 	CHI St. Alexius Health Turtle Lake is located in Turtle Lake, North Dakota, population 502. The hospital primarily serves McLean County where Turtle Lake is located. McLean County has been designated as the primary service area for the CHNA/ Implementation Strategy plan. Additionally, CHI St. Alexius Health Turtle Lake serves Sheridan and Oliver counties. In addition to CHI St. Alexius Health Turtle Lake, McLean County is home to CHI St. Alexius Health Garrison located in Garrison, ND.
Significant Community Health Needs Being Addressed 	The significant community health needs the hospital intends to address and that form the basis of this document were identified in the hospital's most recent Community Health Needs Assessment (CHNA). Needs the hospitals intends to address with strategies and programs are: • **Access to Health Care** • **Social Drivers of Health**
Strategies and Programs to Address Needs 	The hospital intends to take actions and to dedicate resources to address these needs, including: **Access to Health Care** • Improve access to mental health services • Provide wellness programming • Provide fall prevention education **Social Drivers of Health** • Expand community partnerships that address priority community health needs through the Community Health Improvement Grant (CHIG) Program • Utilize Community Health Workers to address food insecurity referrals

Planned resources and collaborators to help address these needs, as well as anticipated impacts of the strategies and programs, are described in the "Strategies and Program Activities by Health Need" section of the document.

This document is publicly available online at the hospital's website. Written comments on this strategy and plan can be submitted to the Administration Office of CHI St. Alexius Health Turtle Lake. Written comments on this report can be submitted via mail to CHI Health - The McAuley Fogelstrom Center (12809 W Dodge Rd, Omaha, NE 68154 attn. Healthy Communities); electronically at: https://forms.gle/KGRq62swNdQyAehX8 or by calling Ashley Carroll, Market Director, Community and Population Health, at: (402) 343-4548.

Our Hospital and the Community Served

About the Hospital

CHI St. Alexius Health Turtle Lake is a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 2,200 care sites in 24 states coast to coast, serving patients in big cities and small towns across America.

CHI St. Alexius Health Turtle Lake, a critical access hospital located in Turtle Lake, North Dakota, has a long and storied history dating back to 1947. Established through the efforts of the Turtle Lake Hospital Association, the hospital was built with the mission of providing excellent health care services in a patient-centered environment, prioritizing the well-being of every individual.

The hospital's journey has been marked by significant milestones, including its affiliation with St. Alexius Medical Center in Bismarck in 1987 and its subsequent integration into Catholic Health Initiatives (CHI) in 2015. This affiliation has allowed the hospital to expand its services and access a wider network of health care resources.

Despite its rural location, CHI St. Alexius Health Turtle Lake has thrived due to strong community support. The local residents value having a professional medical facility close to home, recognizing its importance for their health and well-being. The hospital's commitment to serving the community is evident in its dedication to providing quality medical treatment and its continuous efforts to upgrade its services.

As a 25-bed critical access hospital with a Level V Emergency Department, CHI St. Alexius Health Turtle Lake offers a range of services, including 24/7 emergency care, swing-bed programs, acute care services, an onsite lab, radiology, CT, and physical therapy services. In addition, the hospital manages two rural health clinics in Turtle Lake and Washburn. The hospital's professional and caring staff is dedicated to ensuring patients receive compassionate and excellent care.

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.

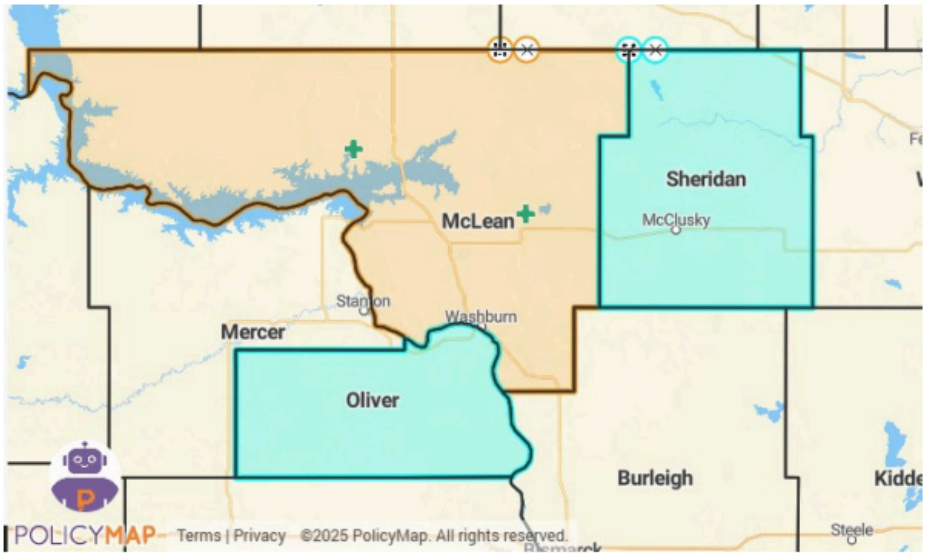
This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.

Community Served

CHI St. Alexius Health Turtle Lake is located in Turtle Lake, North Dakota. The hospital primarily serves McLean County where Turtle Lake is located, therefore it has been designated as the CHNA primary service area Additionally, CHI St. Alexius Health Turtle Lake serves Sheridan and Oliver counties (CHNA secondary service area). In addition to CHI St. Alexius Health Turtle Lake, McLean County is home to CHI St. Alexius Health Garrison located in Garrison, ND.

McLean County is designated as a Health Professional Shortage Area (HPSA) and as a Medically Underserved Area (MUA) by the United States Health Resources & Services Administration. McLean County is a rural county located in west central North Dakota and has an estimated population of 9,781.

Figure A: CHI St. Alexius Health Turtle Lake Community Health Needs Assessment Service Area



A summary description of the community is below, and additional details can be found in the CHNA report online.

The following zip codes correspond to 80 percent of patient admissions to CHI St. Alexius Health Turtle Lake: 58463, 58477, 58559, 58575, 58576, 58577, 58579, 58723, and 58792.

Core demographics for McLean County are summarized in Table 1.

Table 1. Core Demographic Summary, McLean County, North Dakota	
Measure	**McLean County, ND**
Community Description	Rural
Population	9,781
Racial and Ethnic Distribution	
White, non-Hispanic alone	87.7%
American Indian and Alaska Native alone	6.4%
Black or African American alone	0.4%
Asian or Pacific Islander alone	1.1%
Some other race alone	1.0%
Two or more races	2.9%
Hispanic Origin (of any race)	2.7%
Median Household Income	$80,556
Percent of Persons below Poverty Rate	6.9%
Unemployment Rate	3.1%
Percent Population with less than High School Diploma	6.8%
Percent of People 5 and Older who are Non-English Speaking	1.0%
Percent of People without Health Insurance	10.0%
Percent of People with Medicaid	8.7%
Health Professional Shortage Area	Yes
Medically Underserved Area	Yes
Number of Hospitals in the County	2

McLean County is a rural county in west central North Dakota. The county seat is Washburn and its largest city is Garrison. With 9,781 residents, McLean County is North Dakota's 15th most populous county. Like most of North Dakota, McLean County's racial composition is largely white, but there is a substantial American Indian population as well. The median household income in McLean County is higher than the median in North Dakota and the nation overall; however, home values are lower, as are the costs associated with home rental and ownership. McLean County's poverty rate is lower than both the statewide and national average.

McLean County has higher rates of adult smoking and adult obesity than the United States and North Dakota on average. The adult excessive drinking rate in McLean County is lower than the statewide average, 19 percent in McLean County compared to 23 percent statewide; however, half of all driving deaths involve alcohol. The county's leading causes of death in 2021 were malignant neoplasms, diseases of the heart, and accidents. McLean County has a lower annual flu shot rate than both North Dakota and the nation. McLean County has substantially more people per primary care physician, mental health care provider, and dentist than North Dakota and the nation overall.

Community Assessment and Significant Needs

The health issues that form the basis of the hospital's community health implementation strategy and plan were identified in the most recent CHNA report, which was adopted in April 2025. The CHNA report includes:

- description of the community assessed consistent with the hospital's service area;
- description of the assessment process and methods;
- data, information and findings, including significant community health needs;
- community resources potentially available to help address identified needs; and
- impacts of actions taken by the hospital since the preceding CHNA.

Additional details about the needs assessment 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 or health care services, and also health-related social and community needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Community Services	Child care services are lacking as well as transportation services, adequate dental care, adequate vision care, and adequate mental health services	Yes
Access to Care	At least 69% of respondents were at least somewhat concerned about mental health	Yes
Affordability of healthcare services and prescriptions	Price of prescription drugs even with insurance is considered a barrier as well as cost of healthcare services	No
Psychological abuse and crime	There is moderate concern related to child abuse and crime	No

Significant Needs the Hospital Does Not Intend to Address

The hospital will not address the following health needs identified in the CHNA as part of this implementation plan due to factors out of our control and the need to allocate significant resources to the priority health needs identified above.

Affordability of healthcare services and prescription drugs: The hospital does not have the capacity to address this concern effectively at this time.

Psychological Abuse and Crime: The hospital does not have the resources available to address this issue.

2025 Implementation Strategy and Plan

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others 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

CHI St. Alexius Health Turtle Lake is dedicated to improving community health and delivering community benefit with the engagement of its staff, clinicians and board, and in collaboration with community partners.

Hospital and health system participants included CommonSpirit Health National Community Health leaders, and CHI St. Alexius Health Turtle Lake Administration, nursing leaders, mission leader, relevant department leaders. We developed a Health Equity Steering Committee for the Bismarck Market which Turtle Lake is a part of and this committee was instrumental in creating this plan. It was a coordinated effort in the Bismarck Market, including leaders from Garrison, Bismarck and Turtle Lake. This steering committee was made up of:

- Human Resources
- Specialty Clinics
- Case Management/Social Work
- Nurses
- Quality
- Foundation
- Mission
- Strategy

Community input or contributions to this implementation strategy took place on January 8, 2025 and included members of the Turtle Lake Hospital Association, Turtle Lake Chamber, Turtle Lake Ambulance, Northland Health, the hospital auxiliary, several Turtle Lake residents representing the community, area churches, organizations and hospital employees.
The following health needs were discussed:

- **Child Care** (7 indicated this as first priority and 1 indicated it as second priority)
- **Better communication** is needed about services that are available to the community (3 indicated this as a first priority and 4 indicated it as a second priority)
- **Better access to the Community Health Worker;** Garrison and Turtle Lake share a Community Health Worker. The Turtle Lake community believes that better utilization of the Community Health Worker can lead to better communication. (3 indicated this as a first priority and 4 indicated it as a second priority)
- **Wellness accessibility** - although this has improved it still remains a concern for some (2 indicated this as their 1st priority and one their 2nd priority)

- **Access to more specialists** to the area (3 indicated this as their second priority)
- **Transportation** to health care services (1 indicated this as their second priority)
- **Cost of Prescription drugs** (1 indicated this as their second priority)

The programs and initiatives described here were selected on the basis of utilizing existing programs and partnerships with evidence of success. We also use the following criteria to help us prioritize heath needs/ strategies:

- magnitude of the issue
- impact- ability to track and measure outcomes
- evidence- based interventions available
- hospital/ health system expertise and available resources

Community Health Core Strategies

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources. CommonSpirit Health has established three core strategies for community health improvement activities. These strategies help to ensure that program activities overall address strategic aims while meeting locally-identified needs.

- **Core Strategy 1**: Extend the care continuum by aligning and integrating clinical and community-based interventions.
- **Core Strategy 2**: Implement and sustain evidence-informed health improvement strategies and programs.
- **Core Strategy 3**: Strengthen community capacity to achieve equitable health and well-being.

Vital Conditions and the Well-Being Portfolio

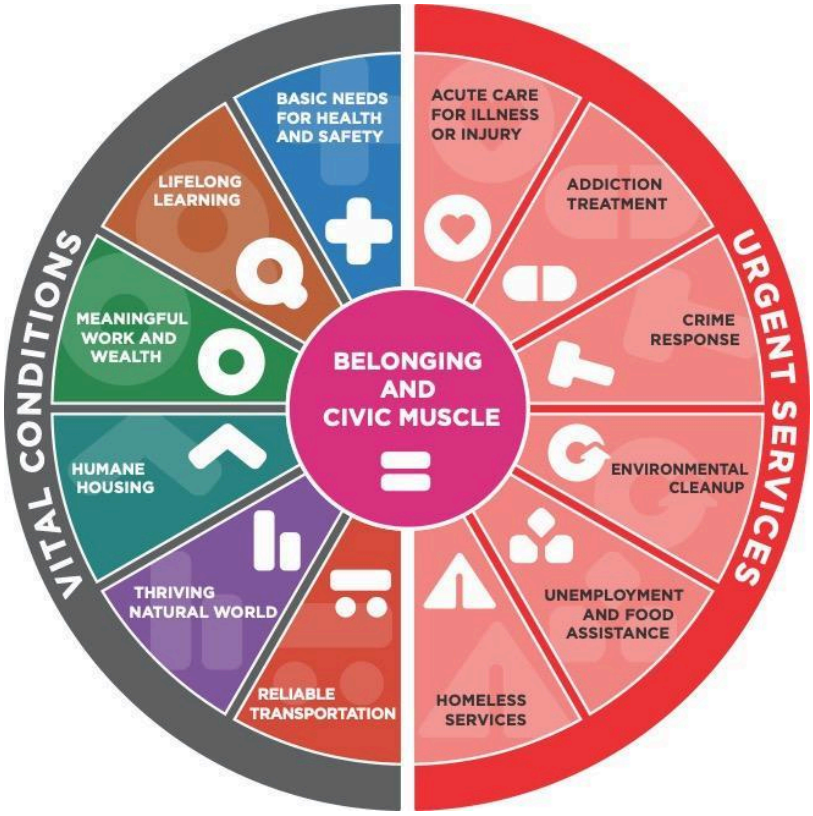
Community health initiatives at CommonSpirit Health use the Vital Conditions framework and the Well-Being Portfolio[1] to help plan and communicate about strategies and programs.

Investments of time, resources, expertise and collaboration to improve health and well-being can take different approaches. And usually, no single approach can fully improve or resolve a given need on its own.

[1] The Vital Conditions framework and the Well-Being Portfolio were created by the Rippel Foundation, and are being used with permission. Visit https://rippel.org/vital-conditions/ to learn more.

One way to think about any approach is that it may strengthen "vital conditions" or provide "urgent services," both of which are valuable to support thriving people and communities. A set of program activities may seek to do one or both. Taken together, vital conditions and urgent services compose a well-being portfolio.

What are Vital Conditions?
These are characteristics of places and institutions that all people need all the time to be healthy and well. The vital conditions are related to social determinants or drivers of health, and they are inclusive of health care, multi-sector partnerships and the conditions of communities. They help create a community environment that supports health.



What are Urgent Services?
These are services that anyone under adversity may need temporarily to regain or restore health and well-being. Urgent services address the immediate needs of individuals and communities, say, during illness.

What is Belonging and Civic Muscle?
This is a sense of belonging and power to help shape the world. Belonging is feeling part of a community and valued for what you bring. Civic muscle is the power of people in a society to work across differences for a thriving future.

Well-Being Portfolio in this Strategy and Plan

The hospital's planned strategies and program activities that follow are each identified as aligning with one of the vital conditions or urgent services in this figure.

This helps to identify the range of approaches taken to address community needs, and also acknowledges that the hospital is one community resource and stakeholder among many that are dedicated to and equipped for helping to address these needs and improve health.

Strategies and Program Activities by Health Need

Health Need:	Access to Health Care				
Population(s) of Focus:	Elderly				
Strategy or Program	**Summary Description**	**Strategic Alignment**			
		Strategy 1: **Extend care continuum**	Strategy 2: **Evidence-informed**	Strategy 3: **Community capacity**	**Vital Condition (VC) or Urgent Service (US)**
Access to Mental Health	Annual mental health fair that provides access and resources	●	●	●	US
Provide Wellness Challenge Program	Implement Wellness Challenge programming for community members	●	●	●	US
Mental Health First Aid	Provide mental health first aid training for staff and community	●	●	●	US
Provide Fall Prevention Education	Implement an effective fall prevention program	●	●	●	US
Planned Resources:	staff, educational resources, programming, fees				

Anticipated Impacts (overall long-term goals)	**Measure**	**Data Source**
More access to behavioral health services Improved mental health in the community Improved relationships with community organizations	Increase # of partnerships Increase # of participants	Local Partnerships Enrollment of Programs

Health Need:	Addressing Social Determinants of Health				
Population(s) of Focus:	Community members in need of social services				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: **Extend care continuum**	Strategy 2: **Evidence-informed**	Strategy 3: **Community capacity**	**Vital Condition (VC) or Urgent Service (US)**
Total Health Roadmap	Community Health Workers partnering with community based organizations for food insecurity referrals	●	●	●	US
Total Health Road Map - Connecting community-based services for unmet needs	Screen patients for Health Related Social Needs (e.g. food insecurity, housing and transportation instability, violence, etc.) and connect patients to community resources to address their needs	●	●	●	US
Planned Resources:	Community Health Worker position to be filled				
Planned Collaborators:	Community organizations				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Improved health for community members	# of patients screened # of referrals to CHW # of referrals to CHW referrals resolves	Screening statistics Tracking of clients and successful/unsucessful referrals