

Community Health Improvement

Strategic Action Plan

Fiscal Year 2026 - 2028

CHI St. Alexius Health – Williston, ND

Board approved October 2025



Table of Contents

At-a-Glance Summary	3
Our Hospital and the Community Served	4
About the Hospital	4
Our Mission	4
Financial Assistance for Medically Necessary Care	5
Description of the Community Served	5
Community Assessment and Significant Needs	7
Significant Health Needs	7
2025 Implementation Strategy and Plan	8
Creating the Implementation Strategy	8
Community Health Core Strategies	9
Vital Conditions and the Well-Being Portfolio	10
Strategies and Program Activities by Health Need	12

At-a-Glance Summary

Community Served 	Williston is located in the northwest corner of North Dakota, just 60 miles from the Canadian border and 18 miles from the Montana border. Its economy is based primarily on the oil and gas industry, agriculture, and the service sector. The hospital primarily serves Williams County where Williston is located. It is the sixth largest city in North Dakota with an estimated population 39076.
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: • Substance misuse • Mental Health and Suicide • Availability of services
Strategies and Programs to Address Needs 	The hospital intends to take actions and to dedicate resources to address these needs, including: • Behavioral Health (Mental Health and Suicide, Substance misuse) ◦ Expand inpatient and outpatient Behavioral Health capacity ◦ Grow Behavioral Health Professionals Education Programming • Health Related Social Needs (Availability of services) ◦ Improve health and social care coordination ◦ Explore the need/ opportunity for emergency shelter and permanent support housing ◦ Invest in community health by partnering with local organizations and providing financial support to implement impactful health improvement initiatives ◦ Invest in Career Builder Program

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 Williston Medical Center. 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](https://forms.gle/KGRq62swNdQyAehX8) 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 Williston Medical Center 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 Williston Medical Center (formerly known as Mercy Medical Center) is a 25-bed Critical Access Hospital (CAH) located in Williston, North Dakota. The medical center offers a comprehensive range of outpatient services, providing a level of care typically found in larger cities. Key services include Level IV Trauma, Women's Health, General Surgery, Oncology, General Medicine, and Cardiac Rehab. In 2016, Mercy Medical Center became St. Alexius Health Williston Medical Center, reflecting its affiliation with Catholic Health Initiatives (CHI). In 2018, CHI merged with Dignity Health to form CommonSpirit Health, further strengthening its commitment to providing quality health care. CHI St. Alexius Health Williston Medical Center continues to evolve, investing in new technology and expanding its services to better serve the community.

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, accessible at:



https://www.chistalexiushealth.org/content/dam/stalexiushealthorg/documents/financial/fap-2025/Finance%20G-003%20Financial%20Assistance%20POLICY%2007-01-25_%20EN.pdf

Description of the Community Served

CHI St. Alexis Health Williston Medical Center is located in Williston, North Dakota at 1301 15th Ave. West, Williston, ND 58801. The hospital primarily serves Williams County where Williston is located. The following zip codes correspond to 80 percent of admissions to CHI St. Alexis Health Williston Medical Center: 58801, 58802, and 58854.



Figure 1: CHI St. Alexis Health Medical Center CHNA Williston Service Area - Williams County

Community Description

CHI St. Alexius Health Williston Medical Center is located in Williston, North Dakota. The hospital primarily serves Williams County where Williston is located. Williams County is also home to the Tioga Medical Center located in Tioga, North Dakota. Williams County is designated as a Health Professional Shortage Area (HPSA) and a low income Medically Underserved Area (MUA) by the United States Health Resources & Services Administration. Williams County is a semi-rural county located in northwestern North Dakota and has an estimated population of 39,076. The following zip codes correspond to 80 percent of admissions to CHI St. Alexius Health Williston Medical Center: 58801, 58802, and 58854.

Socioeconomic Factors

Williams County is a semi-rural county in northwestern North Dakota. The county seat and largest city is Williston. With 39,076 residents, Williams County is North Dakota's fifth most populous county. It is home to proportionally more children and fewer adults aged 65 and older than North Dakota and the United States as a whole. Like most of North Dakota, the racial composition in Williams County is largely white (76.8%). However, there is a higher percentage of Hispanic (9.5%) and Black residents (5.2%) in Williams County than in North Dakota overall. The median household income and median home value in Williams County are higher than they are in North Dakota, as are the costs associated with home ownership and rent. The poverty rate in Williams County is lower than both the statewide and national averages. Just over half (53.7 percent) of households in Williams County are owner-occupied. The median home value in Williams County is \$255,000 and median monthly owner costs are \$1,747 per month including the mortgage – both of which are higher than the statewide medians and lower than the national medians. Median rent in Williams County is \$1,097 per month, which is also higher than the statewide median but lower than the national median rent. In Williams County, 31.9 percent of households are occupied by householders living alone, 32.6 percent have children in residence, and 8.9 percent are occupied by a householder aged 65 and older living alone.

Health Professional Shortage Areas (HPSA) and Medically Underserved Areas (MUA)

Williams County is designated as a Health Professional Shortage Area (HPSA) and a low income Medically Underserved Area (MUA) by the United States Health Resources & Services Administration.

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?
Substance misuse	Respondents to the 2024 community health survey expressed strong concern for substance misuse and mental health in their community. Ninety-seven percent of respondents were at least somewhat concerned about substance misuse (alcohol, prescription drugs, tobacco or vaping, and illicit or street drugs).	Yes
Mental health and suicide	Nearly all respondents (99 percent) were at least slightly concerned about mental health (anxiety, stress, depression) in their community. Seventy-one percent of respondents were very concerned about mental health, 21 percent were somewhat concerned, and 7 percent were slightly concerned.	Yes
Availability of services.	Seventy-seven percent of respondents disagreed when asked if their community has enough affordable housing for everyone who needs it, 68 percent disagreed when	Yes

Significant Health Need	Description	Intend to Address?
	asked if their community has adequate public transportation services, and 52 percent disagreed when asked if their community has adequate access to healthy and affordable foods.	

Significant Needs the hospital intends to address in this implementation plan based on the Community Health Needs Assessment priorities are Behavioral Health, which includes mental health and suicide/ substance misuse, and Health Related Social Needs, which includes the availability of health and community services.

Significant Needs the Hospital Does Not Intend to Address

CHI St. Alexius Health Williston Medical Center will not be addressing the significant needs listed below:

Child issues: While vitally important, community partners determined that it would be difficult to impact this strategy due to a lack of resources. It was acknowledged that there are other community partners addressing this health need that are better positioned to be impactful.



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

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

Hospital and health system participants in the community input meeting included the President, Director of Mission, CHI Health Foundation and Community Health Advocates.

Community partners that provided input throughout the CHNA and development of this plan include: Connect Us Therapy, ND District 1/Williston, Center.inc, Northwest Human Service Center, Williams County Sheriff's Office, Williston State College, Williston Economic Development, Faith Methodist Church, Williams County, Williston Senior Center, North Star Human Service Zone, MedQuest Home Medical, Upper Missouri District Health.

CHI St. Alexius Health Williston Medical Center hosted a CHNA/IS prioritization community input meeting on January 23, 2025. Attendees reviewed survey findings, compared them to their own perceptions of community needs, and discussed the demographics of survey respondents. The health needs identified by participants were behavioral health, and health related social needs. These needs were also identified in 2022 CHNA, and attendees concurred that these issues remain priority community health needs. This conclusion was also reflected in the survey findings. For the upcoming three-year CHNA cycle, behavioral health and health related social needs were prioritized.

The programs and initiatives described here were selected on the basis of...

- Severity and impact on other health need areas
- Hospitals' expertise and ability to make impact
- Community's interest in the hospital engaging in this work
- Existing work engaging various community partners
- Political will to address systemic barriers

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 Portfolio¹ 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.

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.

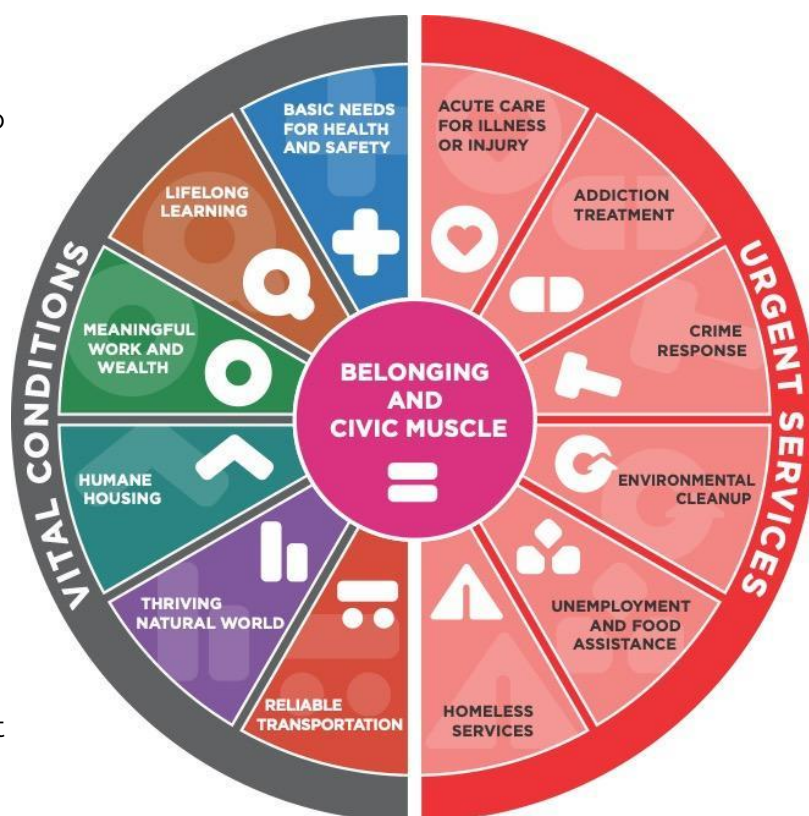
What are Vital Conditions?

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?



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.

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:	Behavioral Health				
Population(s) of Focus:	Individuals in need of mental health services in Williams County				
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)
Expand inpatient and outpatient Behavioral Health capacity	Continued work toward bringing nine inpatient beds to CHI St. Alexius Health in Williston. This work will be funded in cooperation with CommonSpirit, local, county, and state government.	•	•	•	US
Grow Behavioral Health Professionals Education Programming	Work with Williston State College to bring Behavioral Health Profession education to college students	•	•	•	VC
Planned Resources:	\$3.4M ND state appropriation				
Planned Collaborators:	CommonSpirit, Local, County, State, Williston State College				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
---	---------	-------------

Increase access to behavioral health care	Percentage of responded disagreed when asked if their community has adequate mental health services	CHNA
Increasing workforce in behavioral health professions	Ratio of mental health providers to the residents of Williams County	CHNA

Health Need:	Health Related Social Needs				
Population(s) of Focus:	Individuals living in Williams County who are underserved, vulnerable, and in need of assistance.				
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)
Improve health and social care coordination	Maintain a clinic- based community health worker to screen patients and refer them to community resources for health-related social needs.	•	•	•	VC

Explore the need/ opportunity for emergency shelter and permanent support housing	Assessment of the feasibility of transitional and/or emergency shelter in the Williston area.	•	•	•	US
Invest in community health by partnering with local organizations and providing financial support to implement impactful health improvement initiatives	Align community investments with hospital priorities by providing financial support to local organizations through a targeted Community Health Improvement Grant program, based on needs identified in the Community Health Needs Assessment (CHNA).	•	•	•	VC
Invest in the Career Builder Program	Grow our own in Williston. Provided funding to Williston High School to provide a health career ladder program to the students. Williston State College is the partner that provide the accelerated trainings	•	•	•	VC
Planned Resources:	Mission Ministry Fund, Community Health Improvement grants, staff time (in-kind)				

Planned Collaborators:	Corporation for Supportive Housing, Community Based Organizations, Williston High School, and Williston State College
-------------------------------	---

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Increase in identified social needs and connection to resources	Percentage of HRSN screening rate, and percentage of patients who want assistance	CHNA
Decrease in the number of people experience homelessness	Percent unsheltered	Point in time count