

CHI St Alexius Health Williston

2019 Community Health Implementation Strategy

Adopted October 2019






Williston Medical Center





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At-a-Glance Summary

<p>Community Served</p> 	<p>Williston is located in Williams County, in the northwest corner of North Dakota, just 60 miles from the Canadian border and 18 miles from the Montana border. Its economy relies primarily on the oil and gas industry, agriculture, and the service sector. It is the sixth largest city in North Dakota with a population of 32,171 as of July 1, 2018.</p> <p>Williston is a small town with many amenities that has experienced amazing and positive growth in the last few years. The US Census Bureau characterized it as the “Fastest Growing Micropolitan Area” in 2014. Brisk growth has also made it a city with virtually no unemployment and a per capita income of over \$40,000. Many local businesses (including the hospital) attract residents from across the county and from several neighboring counties in Montana and North Dakota, as well.</p>	
<p>Significant Community Health Needs Being Addressed</p> 	<p>The hospital’s most recent Community Health Needs Assessment (CHNA) identified the significant community health needs the hospital is helping to address and that form the basis of this document. Needs being addressed by strategies and programs are:</p> <ul style="list-style-type: none"> • Ability to get appointments for Health Services within 48 hours • Retaining Primary Care Providers • Providing extra hours for appointments, such as evenings and weekends • Increasing Child Daycare services 	
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital intends to take actions and to dedicate resources to address these needs, including:</p> <ul style="list-style-type: none"> • CommonSpirit Health (CHI), Trinity Health, and the VA are all actively recruiting providers to see patients in the Williston area. The hospital’s corporation has a new plan and recruitment package to accelerate onboarding of primary care and specialty physicians for this area. The new contracts will be attractive to new physicians and will help retain current ones, as well. With more physicians and APCs the hospital’s clinics will be able to implement a plan (already in place) to see patients after hours and on weekends. • While recruiting, we will be engaging Locum Tenens to help us keep pace with existing volumes of patients. Currently, we do have same day appointment availability for patients if they are willing to see any available physician. This helps us make use of available appointment space and/or 	

	<p>appointment cancellations. Some days we are able to see 50% more patients than originally scheduled when they use the same day appointment opportunity.</p> <ul style="list-style-type: none"> • Currently, the medical center has a modern home on campus (formerly used by our Sisters of Mercy) that would be suitable for a daycare. A licensed provider (in Williston) has expressed interest in using that space. If plans unfold, the provider could offer thirty more children a safe and ideal environment for daycare.
<p>Anticipated Impact</p> 	<p>We have the need and market for very robust outpatient services in the Williston area. Locally and on a Division basis, our corporation is committed to finding the right blend of primary care providers and specialists that our community needs. We have the infrastructure and can provide the support staff and tools for providers to be very successful here, so we are optimistic that we will be able to attract, sign and retain providers that will allow us to increase access to care during regular hours and after hours, too.</p>
<p>Planned Collaboration</p> 	<p>Our strategies for expanding access to physicians and APCs, via attracting and retaining more providers, is an internal one.</p> <p>Our collaboration for expanding access to Daycare services involves both the city of Williston and a local Daycare provider. In addition, we have had discussion with our own Healthy Families organization and the Upper Missouri District Health Unit regarding training of Daycare staff, as that remains an ongoing challenge for Daycares dealing with staff turnover.</p>

This document is publicly available online at <https://www.chistalexiushealth.org/sites/default/files/assets/Williston/CHNA/Williston%20CHNA%20Report%202019.pdf>

Written comments on this report can be submitted to Rev. Mark Bekkedahl, CHI St Alexius Health Williston, 1301 15th Avenue West, Williston, ND 58801 or by e-mail to markbekkedahl@catholichealth.net

Our Hospital and the Community Served

About CHI St Alexius Health Williston

CHI ST ALEXIUS HEALTH WILLISTON is a member of Catholic Health Initiatives, which is a part of CommonSpirit Health.

- Located at 1301 15th Avenue West in Williston, North Dakota.
- Serving our community in the spirit of the Sisters of Mercy who founded this ministry in 1920.
- We are a Critical Access Hospital (CAH), with twenty-five beds for inpatient care, serving an estimated 70,000 people from Western North Dakota and Eastern Montana;
- We offer the following key service lines for our community: General Surgery, Orthopedics, Urology, Neurology, Cardiology, Obstetrics and Gynecology, Pediatrics, Radiology, Anesthesiology, Oncology, Pathology, and Emergency Medicine. We have clinics in Women’s Health, Primary Care, Oncology, Various Specialties, Pain Management, and even host a clinic staffed by Medical Residents. Co-located on our campus is CHI Home Health and Hospice, a full service Lab, MedQuest (DME), and Rehab Services, as well.

Our Mission

The mission of Catholic Health Initiatives is to nurture the healing ministry of the Church, supported by education and research. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we create healthier communities.



Financial Assistance for Medically Necessary Care

CHI ST ALEXIUS HEALTH WILLISTON delivers compassionate, high quality, affordable health care and advocates for members of our community who are poor and disenfranchised.

In furtherance of this mission, the hospital provides financial assistance to eligible patients who do not have the capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services. The financial assistance policy and a plain language summary of the policy are on the hospital’s web site.

Description of the Community Served

CHI St Alexius Health Williston serves the people of Williams, Divide, and McKenzie Counties in North Dakota and Sheridan, Roosevelt, and Richland Counties in Montana. A summary description of the community is below. Additional details are available in the CHNA report online.

Since 1887, Williston has been the regional hub of northwest North Dakota. Located near the confluence of the Yellowstone and Missouri Rivers, this area has historically been the economic center of our trade area. Williston continues to be a thriving economic area due to our agricultural heritage and our position as a hub city to the world class Bakken oil play. Shale technology has allowed the Bakken to produce over 1,000,000 barrels of oil per day. With the oil also came great opportunities for Williston and the Western Region.

Williston's population has tripled over the last 10 years. Well over 2 billion dollars of new construction has provided housing and infrastructure to meet the needs of our growing city. Williston's future is bright for our current residents and for those looking for a place to expand and improve their quality of life. As



Williston's population gets younger, we are adding attractions that fit the lifestyle of young families moving to our area. We are excited that in 2019 we will open a new airport just north of the city. This will allow for improved air service for our growing economic base (*description courtesy of Mayor Howard Klug, City of Williston, 2019*).

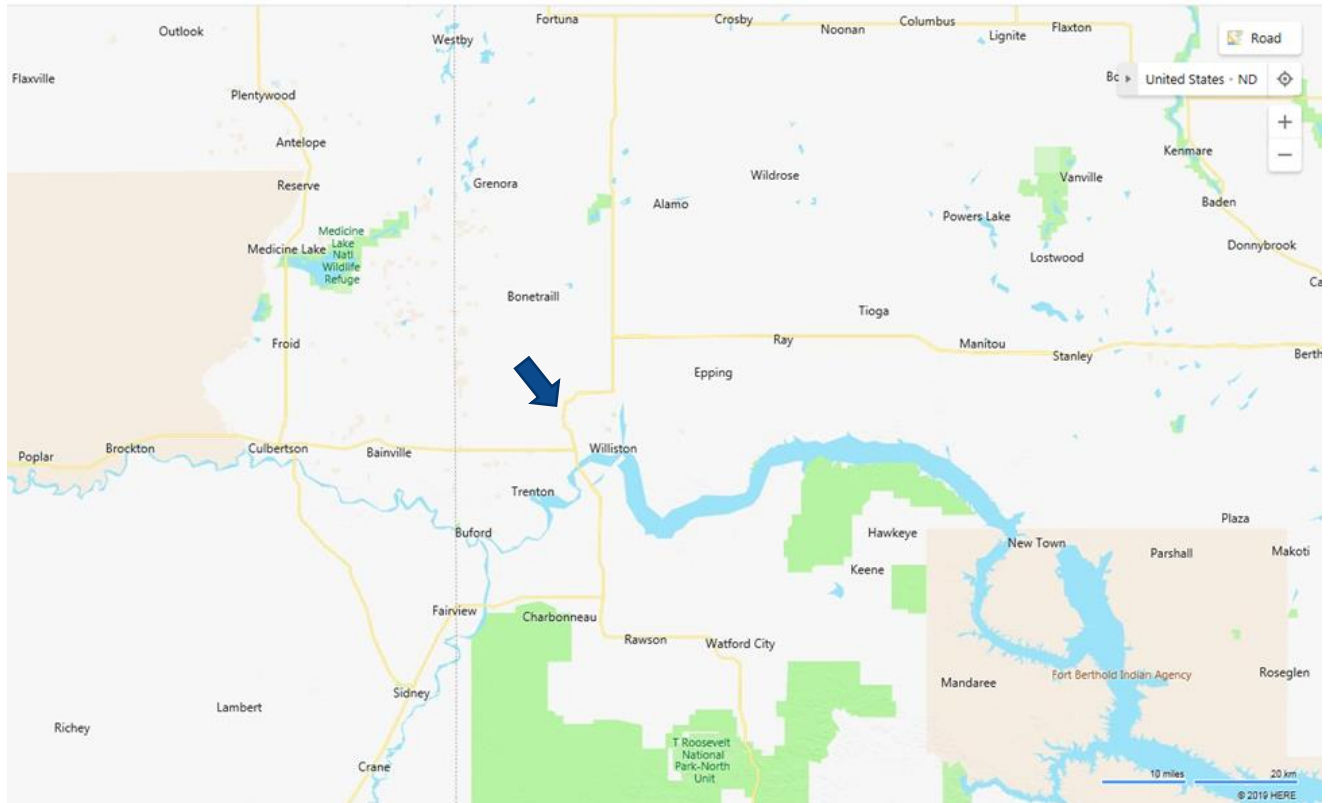
With regard to demographics, Williams County's population from 2010 to 2017 increased 48.9%. The average number of residents under age 18 (27.9%) for Williams County is higher than the state average (23.3%). The percentage of residents ages 65 and older is about 5.2% lower for Williams County (9.8%) than the North Dakota average (15.0%), and the rate of education is slightly higher for the county (92.3%) than the North Dakota average (92.0%). The median household income in Williams County (\$90,080) is significantly higher than the state average for North Dakota (\$55,322).

Table 1: Williams County: Information and Demographics (From 2010 Census/2017 American Community Survey; more recent estimates used where available)

	Williams County	North Dakota
Population (2017)	33,349	755,393
Population change (2010-2017)	48.9%	12.3%
People per square mile (2010)	10.8	9.7
Persons 65 years or older (2016)	9.8%	15.0%
Persons under 18 years (2016)	27.9%	23.3%
Median age (2016 est.)	32.0	35.2
White persons (2016)	86.9%	87.5%
Bachelor's degree or higher (2016)	22.5%	28.2%
Live below poverty line (2016)	6.8%	10.7%
Persons without health insurance, under age 65 years (2016)	7.6%	8.1%

Source: <https://www.census.gov/quickfacts/fact/table/ND,US/INC910216#viewtop> and https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml#

As the population of North Dakota has grown in recent years, Williams County also saw an increase in population since 2010. The U.S. Census Bureau estimates show that Williams County’s population increased from 22,398 (2010) to 33,349 (2017).



Community Assessment and Significant Needs

The hospital engages in multiple activities to conduct its community health improvement planning process. These include, but are not limited to, conducting a Community Health Needs Assessment with community input at least every three years, identifying collaborating community stakeholder organizations, describing anticipated impacts of program activities and measuring program indicators.

Community Health Needs Assessment

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 January 2019. 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 at

<https://www.chistalexiushealth.org/sites/default/files/assets/Williston/CHNA/Williston%20CHNA%20Report%202019.pdf>

or upon request at the hospital's Mission Integration office.

Significant Health Needs

The community health needs assessment identified the following significant community health needs:

- Ability to get appointments for health services within 48 hours
- Alcohol use and abuse – youth and adult
- Availability of mental health services
- Availability of resources to help the elderly stay in their homes
- Depression/anxiety – youth and adult
- Drug use and abuse – youth and adult
- Extra hours for appointments, such as evening and weekends
- Having enough child daycare services
- Having enough quality school resources
- Not enough affordable housing

Significant Needs the Hospital Does Not Intend to Address

Although we continue to dialogue with city and county partners about the need for Mental Health and Chemical Dependency Services, both of those issues remain difficult problems yet to solve.

Lack of Mental Health and Addiction Services were mentioned in previous needs assessments. Unfortunately that type of care is beset by a lack of Mental Health Providers and Addiction counselors and/or facilities within the state (or willing to locate here), and low reimbursement for those types of services. Multiple meetings with private groups, and city and county officials explored various options that were all eventually set aside. Options were either unfeasible for any of the groups to undertake or not practical financially for the group as a whole at this time.

2019 Implementation Strategy

The following includes 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. It



summarizes planned activities with statements on anticipated impacts and planned collaboration. Program Digests provide additional detail on select programs.

This report specifies planned activities consistent with the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs might merit refocusing the hospital's limited resources to best serve the community.

The anticipated impacts of the hospital's activities on significant health needs are summarized below, and for select program initiatives are stated in Program Digests. Overall, the hospital anticipates that actions taken to address significant health needs will: improve health knowledge, behaviors, and status; increase access to needed and beneficial care; and help create conditions that support good health. The hospital works to evaluate impact and sets priorities for its community health programs in triennial Community Health Needs Assessments.

Creating the Implementation Strategy

CHI St Alexius Health Williston 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.

We are a cohesive community and have regular interaction with natural partners promoting health within our region. Many of the community health needs identified in the recent CHNA are not new. They have been on the radar of several community groups and agencies, and members of these groups routinely meet with one another. For this CHNA, we collaborated with the Upper Missouri District Health Unit, and formed an Implementation Planning Committee. This process was also a topic within our facility's *Patient Family Advisory Council*. In addition, there were several discussion with city and county leaders about various needs identified within the survey and community discussions.

We chose to address needs that 1) were featured as high priorities by our community, our partners, and working committees, and 2) were priorities that we believed we could influence. As mentioned earlier providing access to mental health and addiction services is a high priority and very big challenge for our community. At present, after numerous discussions with community groups, city and county leaders and

mental health providers, those issues were deferred due to unresolved questions regarding location, staffing, and funding for either behavioral health or addiction services (or both).

Instead, we chose to address three related needs: 1) attracting and retaining health care providers, 2) ensuring access to a provider within 48 hours, and 3) expanding clinic hours. We believe these are goals we can and should work on; and we have the infrastructure to do so.


We also chose (this year) to explore how our community could bolster the availability of Daycare services. This need was identified and prioritized by our community, our CHNA committee, and our Implementation Planning Group, as well as city leaders.



Strategy by Health Need

The tables below present strategies and program activities the hospital intends to deliver to help address significant health needs identified in the CHNA report.

They are organized by health need and include statements of the strategies’ anticipated impact and any planned collaboration with other organizations in our community.

 Health Need: Ability to get appointments for Health Services within 48 hours	
Strategy or Program Name	Summary Description
Same Day Appointments	<ul style="list-style-type: none"> • Not every provider is full each day • Some patients inevitably cancel their appointments • Schedules are provided to Clinic Reception staff so they can see and fill available appointments • Patients can call the clinic in the morning and most will find an opening with a provider (perhaps not their regular physician) that day. • Increasing staffing (both Provider and Ancillary staffing) could ensure patients could always get an appointment within 48 hours and possibly sooner.

Anticipated Impact: Currently we can see up to 50% more patients daily utilizing this practice

Planned Collaboration: This is an internal process, but we are listening to our customers and community to create the process and hours that would best serve their needs.



Health Need: Retaining Primary Care Providers

Strategy or Program Name	Summary Description
Recruitment/Retention	<ul style="list-style-type: none">• Though we have been recruiting providers all along, in collaboration with our corporation’s national and division offices, we are now scaling up our efforts and have increased the compensation packages for physicians and advance practice clinicians.• In addition, our corporation is reviewing the compensation offered current providers to make sure it meets the standards of the current market.• We began our physician residency program in Primary Care in 2015 as part of our recruitment efforts. To date, this has only netted us one additional provider, but we believe as the program matures we will be able to attract more candidates amenable to staying in the area.• There are some new initiatives, new leaders, and management practices coming out of our recent merger with Dignity Health that we believe will provide a more provider friendly environment for our physicians and Advance Practice Clinicians.

Anticipated Impact: Increased number of primary care and specialty providers aligned with our mission of providing quality care to serve our community will improve access to health care and keep many of our community members here for their care.

Planned Collaboration: National and Division Offices will be helping us. We also encourage our medical residents to consider staying in Williston, even if they choose to work for a different company in our area. In addition, there are conversations with City and County leaders about how both could help us attract and keep more physician candidates.



Health Need: Providing extra hours for appointments, such as evenings and weekends

Strategy or Program Name	Summary Description
Expanded Coverage	<ul style="list-style-type: none"> • We will add appointments before and after regular hours and open slots on Saturdays, too. • Currently two APC’s have agreed to expand hours for appointments, we hope to double that in the coming months. • As we bring on more primary care providers, the Saturday option will open. • We will increase reception and laboratory coverage to accommodate the extra hours, and evaluate if other staff are required, too.

Anticipated Impact: Additional hours and appointments will help those who cannot get off work (or school) to see a provider.

Planned Collaboration: Interdepartmental collaboration will be a key to our success.



Health Need: Increasing Child Daycare Services


Strategy or Program Name	Summary Description
Mercy Daycare	<ul style="list-style-type: none"> • We are currently in negotiation with a preferred area licensed provider to expand services into a house on our campus (formerly the Sisters of Mercy residence). • Proposed daycare will add up to 30 more spaces for children within our community.

Anticipated Impact: This addition could impact up to 30 more families needing daycare in the area


Planned Collaboration: The City has been working on this issue, and we are working with them and an area Day Care provider to offer this space.

Program Digests

The following pages include Program Digests describing key programs and initiatives that address one or more significant health needs in the most recent CHNA report. The digests include program descriptions and intervention actions, statements of which health needs are being addressed, any planned collaboration, and program goals and measurable objectives.

 Ability to get Appointments for Health Services within 48 Hours	
Significant Health Needs Addressed	<ul style="list-style-type: none"> ❑ Access to primary care providers ❑ Opportunity to establish “Medical Home” where care for patients and their families is coordinated and managed ❑ Increased opportunity for Wellness Education ❑ Reduced acute health episodes—especially for those with chronic medical needs
Program Description	The Medical Center is increasing staffing and providing the option for patients to see a provider on the same day they call.
Community Benefit Category	None. Although it benefits the community, this is part of regular medical center operations.
Planned Actions for 2019 - 2021	
Program Goal / Anticipated Impact	<p>What will change or be achieved through these programs?</p> <p><i>Consumer’s ability to get appointments for Health Services within 48 hours is a bellwether concerning healthcare access. When patients no longer have to wait beyond 48 hours for an appointment, we will be providing the level of primary care that our community desires and needs.</i></p> <p>Working more closely with the patient and their families we will be able to improve overall health and wellness.</p>
Measurable Objective(s) with Indicator(s)	We can achieve some of this currently, but plan to recruit more staff and providers to make this a complete goal by February 2021: Our goal is that all patients requesting appointments, and all providers (ER or Specialists) requesting Primary Care follow-up appointments can obtain one within 48 hours. We will periodically track our appointment requests and success rate

Intervention Actions for Achieving Goal	<p>Ensure ability of patients to get appointments for Health Services within 48 hours by</p> <ul style="list-style-type: none"> • Providing real-time schedules to providers and receptionists • Acclimating providers to full schedules • Training reception staff to review provider schedules • Training reception staff to accommodate patients calling for appointments whenever possible. • Recruiting more primary care providers and Ancillary staff.
Planned Collaboration	None, beyond our customers and corporation.

 **Retaining Primary Care Providers**

Significant Health Needs Addressed	<p>This relates closely to the above:</p> <ul style="list-style-type: none"> ❑ More Primary Care Providers residing within the community improves access and stabilizes health care for our community members. ❑ Patients are more likely to build a positive relationship with a provider or specific group of providers if they can be seen for their primary care needs on a predictable and regular basis. ❑ When providers are available, patients are more likely to see them for wellness and health education and not just for acute illnesses and injuries thus preventing more serious health care needs.
Program Description	<p>The Medical Center, National and Division offices are committed to recruiting more providers and offering a substantially improved compensation package. Current providers will also have their compensation packages evaluated to ensure they are competitive. New processes from CommonSpirit Health will provide a more provider-friendly environment.</p>
Community Benefit Category	None, this is regular medical center operations.

Planned Actions for 2019 - 2021

Program Goal / Anticipated Impact	<p>What will change or be achieved through these programs?</p> <p><i>Retaining Primary Care Providers</i> directly improves and expands access to healthcare. More access expands the window of care to include wellness, disease management, and disease prevention education.</p>
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Measurable Objective(s) with Indicator(s)	This goal starts with recruitment: We will recruit 3 new primary care providers by January 2021, while building a culture and business model that is attractive to existing providers.
Intervention Actions for Achieving Goal	<p>Retain Primary Care Providers</p> <ul style="list-style-type: none"> • Utilize results of Physician Satisfaction Surveys to determine extant needs of providers • Continue to improve communicating with providers about hospital and clinic operations and make it a high priority. • Ensure that compensation packages and work requirements meet the market demands • Recruit colleagues so schedules (and/or on call requirements) are not burdensome.
Planned Collaboration	Some conversations with city and county leaders, but no collaborative efforts initiated as of yet . . .



Providing Extra Hours for Appointments . . .

Significant Health Needs Addressed	<p>As with the prior two plans, more providers will help us increase access to care, decrease time waiting to appointments, and allow us to increase our hours of service.</p> <p>Improved access is our key goal. Because health care access is a key determinant to</p> <ul style="list-style-type: none"> <input type="checkbox"/> Meeting existing medical needs <input type="checkbox"/> Fostering healthier behaviors <input type="checkbox"/> And improving quality of life
Program Description	<p>A plan is currently in place to increase hours before and after traditional clinic hours and on Saturdays.</p> <p>The medical center will increase staffing in primary care, nursing, reception and laboratory to accomplish this goal.</p> <p>Adding more physicians and APC's will accelerate achieving this goal.</p>
Community Benefit Category	None. This improves and expands regular medical center operations.

Planned Actions for 2019 - 2021

Program Goal / Anticipated Impact	What will change or be achieved through these programs?
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	<i>Providing extra hours for appointments, such as evenings and weekends</i> Provides the extra step many working families need to be able to see a provider in a timely manner.
Measurable Objective(s) with Indicator(s)	New Clinic hours will include 7a-6pm M-F; and 9a-12noon on Saturdays. Our goal is to have after hours on weekdays covered by May of 2020 and the Saturday schedule in place by March 2021.
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> • Recruit sufficient providers and staff for extra hour coverage. • Ensure ancillary processes and staff are available during extended hours. • Advertise new schedule and ensure current registration processes make patients aware of additional hours.
Planned Collaboration	None. This improves and expands regular medical center operations.



Increase Child Daycare Services

Significant Health Needs Addressed	<ul style="list-style-type: none"> ❑ Provide a safe and nurturing place for the children of working parents ❑ Provide child care stability for working parents ❑ Improve family incomes due to reliable child care
Program Description	The former residence of the Sisters of Mercy will be converted into a daycare capable of providing up to 30 spaces for families needing daycare services.
Community Benefit Category	C 5 Subsidized Women’s and Children’s Services

Planned Actions for 2019 - 2021

Program Goal / Anticipated Impact	<i>Increasing Child Daycare Services</i> provides working moms a safe and healthy place for their children. It contributes to financial security, as working families can be more regular at work; and it reduces the risk of job loss for those whose brittle childcare plans fall apart.
Measurable Objective(s) with Indicator(s)	Having “enough daycare services” for this growing community is not a plausible goal (for us). However, we do plan to add additional 20-30 places for children in a licensed daycare operated on our campus by January 2020.

Intervention Actions for Achieving Goal	We will coordinate with our division officers to get appropriate values and agreements in place for use of vacant property on our campus. We are negotiating with preferred local daycare provider for use of the space; and we are evaluating our responsibilities/opportunities in making space ideal for children
Planned Collaboration	Our corporation, the City of Williston, and a local licensed daycare provider.

Hospital Board and Committee Rosters

CHI St Alexius Regional Board

Name	Role	Organization	City/Region	Field
Timothy J Bopp, MD	Physician	Bone and Joint	Bismarck	Health Care
Michael Cassidy, MD	Physician	CHI St Alexius Health	Dickinson	Health Care
Kevin Dahmen, MD, Secretary/Treasurer	Physician	CHI St Alexius Health	Bismarck	Health Care
Jeffrey Drop	Region CEO	CHI Fargo	Fargo	Health Care Admin
John W Giese, Chair	Regional Manager	Wells Fargo	Bismarck	Business
S. Shiraz Hyder, MD	Physician	CHI St Alexius Health	Bismarck	Health Care
Mike Lefor	Representative	State House of Rep.	Dickinson	Government
Tessa Marburger, MD	Physician	CHI St Alexius Health	Williston	Health Care
Sr. Nancy Miller, V. Chair	Former Prioress	Annunciation Monastery	Bismarck	Formation
John Mongeon	Business Owner	Bushwood CC	Bismarck	Business
Todd Preszler, MD	Physician	CHI St Alexius Health	Bismarck	Health Care
Cliff Robertson, MD, CEO	Region CEO	CHI Omaha	Omaha	Health Care Admin
Kurt Schley	CEO	CHI St Alexius Health	Bismarck	Health Care Admin
Pat Sogard	Business Owner	American State Bank	Williston	Business
Julie Traynor, RN	Director	Dakota Nursing Program	Devils Lake	Health Education
Sr. Thomas Welder	Former President	Univ. of Mary	Bismarck	Education

CHNA Steering Committee Members

Name	Role	Organization	City/Region	Field
David Brostuen	Manager	CHI St Alexius Health	Williston	Health Care
Duane Noeske	Principal	Williston Junior High	Williston	Education
Erin Bustad	RN	Upper Missouri District Health	Williams County	Public Health
Heather Wheeler	Bd Member	Williston Public School Board	Williston	Education
Jacqueline Schwan	RN Lead	CHI St Alexius Primary Clinic	Williston	Health Care
Javayne Oyloe	Director	Upper Missouri District Health	Williams County	Public Health
Jessica Dusseault	Dental Hygienist	Sincere Smiles	Williston	Health Care
Lori Hahn	VP, Patient Care	CHI St Alexius Health	Williston	Health Care
Lori Neuman	Admin Assist	CHI St Alexius Health	Williston	Health Care
Mark Bekkedahl	Director	CHI St Alexius Health	Williston	Health Care
Pat Axtman	Teacher	Williston High School	Williston	Education
Pat Greenfield	Manager	Med Quest	Williams County	Business
Pattie Stewart	Director	CHI St Alexius Health	Williston	Health Care
Phyllis Stokke	Retired RN		Williston	Consumer
Rheanda Axtman	Manager	CHI St Alexius Health	Williston	Health Care
Trina Knibbs	RN Care Coordinator	CHI Health at Home	Williams County	Health Care

CHNA Implementation Plan Committee

Sandi Hampton	Volunteer		Williston	Consumer
Mike Amundson	Director	Williston Area Rec. Council	Williams County	Fitness
Lori Hahn	VP Patient Care	CHI St Alexius Health	Williston	Health Care
Pat Greenfield	Director	MedQuest	Williston	Health Care
Javayne Oyloe	Director	UMDH	Williams County	Public Health
Phyllis Stokke	Volunteer		Williston	Consumer
Mark Bekkedahl	Director	CHI St Alexius Health	Williston	Health Care
Pat Axtman	Teacher	Williston Public Schools	Williston	Education
Pattie Stewart	Teacher	Williston Public Schools	Williston	Health Care Ed

