

### 2016

Community Health Needs Assessment

Central Valley Medical Center

48 West 1500 North

Nephi, Utah 84648

# **Contents**

Facility Description/Background	
Community Served	
Demographics of the Community	4
Existing Community Resources	6
CHNA Process	6
Community Advisory Committee	
How Data Was Obtained	
Primary and Chronic Disease Data for the Community	
Identifying Community Health Needs	10
Survey/Assessment Tool	10
CHNA Process	11
Summary of Survey/Assessment Tool	12
Full Analysis of Survey/Assessment Findings	13
Identified Needs	16
Adoption of Implementation Strategy and CHNA	17
Exhibit A	18

#### Facility Description/Background

Central Valley Medical Center (CVMC) is an independent, 25-bed, not-for-profit, Critical Access Hospital (CAH) located in the heart of Central Utah. The hospital serves persons of all ages and ethnicities. In its early days, the hospital operated as a county-owned health care institution. However, for over 30 years, CVMC has been successfully managed by Rural Health Group, Inc. CVMC is known as a leader among rural health care facilities, and has received numerous awards for patient satisfaction, utilizing technology, and seeking improvement in the delivery of care.

CVMC's leadership team consists of the following individuals: Mark Stoddard, President & CEO; Brent Davis, Chief Financial Officer; Randy Cuff, Assistant Administrator; Ken Richens, CIO; Randy Allinson, Patient Care Services Director; Brian Allsop, Human Resource Director; and Von Nelson, Outpatient Clinic Director.

A group of four volunteer community members serve as trustees on CVMC's Governing Board and include the following individuals: Duane Crutchfield, Alan Kenison, Gail Ludlow, and Mark Chase.

CVMC offers the following health care services:

- o Emergency Services
- o Inpatient Nursing Care
- Labor and Delivery
- Laboratory
- o Diagnostic Imaging
- Cardiopulmonary
- o Endoscopy/Gastrointestinal Surgery
- o General Surgery
- Gynecological Surgery
- o Orthopedic Surgery
- o Physical Therapy
- Occupational Therapy
- Speech Therapy
- o Rehabilitation/Swing Bed Services
- o Home Health & Hospice Services
- o Outpatient Medical Clinics (Located in Nephi, UT and Fountain Green, UT)
- o Retail Pharmacy

#### **Community Served**

CVMC is located in Nephi, Utah, which is often referred to as the center of Utah, geographically. Nephi is a small rural town with a population of 5,508. Nephi is located in Juab County, which has a population of 10,594. The facility serves populations primarily from Juab, Sanpete, and Millard Counties. All three counties are considered rural and are sparsely populated. Because CVMC is situated near the convergence of several major highway systems (I-15, SR 132 and SR 28), the facility also serves populations from other neighboring counties, along with many travelers and visitors recreating in nearby outdoor attractions, such as, the Little Sahara Desert, Mount Nebo and Yuba Lake.

According to a zip code analysis of total patients served by CVMC, 62%, or the majority, reside in Juab County. This includes the following cities and zip codes: Nephi, UT, 84648; Levan, UT, 84639; Mona City, UT, 84645; and Eureka, UT, 84628. The analysis further indicates 20% of patients served reside in Sanpete County. This includes the following cities and zip codes: Fountain Green, UT, 84632; Moroni, UT, 84646; Mt. Pleasant, UT, 84647; Fairview, UT, 84629; Ephraim, UT, 84627; Centerfield, UT, 84622; Chester, UT, 84623; Gunnison, UT, 84634; Spring City, UT, 84662; Wales, UT, 84667; and Manti, UT 84642. The remaining 18% of patients served were from various Counties in Utah, or other States, but did not represent a significant data pool, and were combined into an "other" category.

#### **Demographics of the Community**

The demographics of the community have changed very little in the 3-year period, since the previous CHNA was completed in 2013. The U.S. Census Bureau 2010-2014 American Community Survey estimates Juab County's total population to be slightly over 10,000 persons. The population density, or the number of persons per square mile, is estimated to be 3.05. The gender delineation is 51.68% male and 48.32% female. The stratification of age for Juab County is as follows:

Area	Age 0-4	Age 5-17	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65 +
Juab	9.34%	26.74%	8.53%	11.99%	12.61%	10.17%	9.53%	11.09%
Utah	9%	22.1%	11.42%	15.49%	12.62%	10.72%	9.14%	9.51%
U.S	6.36%	17.13%	9.96%	13.47%	12.96%	14.09%	12.29%	13.75%

Total population by race alone, as a percent, for Juab County is as follows:

Area	White	Black	Asian	Native American/	Native Hawaiian/	Some Other	Multiple Races
				Alaska Native	Pacific Islander	Race	
Juab	94.85%	0.19%	0.26%	0.75%	0.25%	2.51%	1.18%
Utah	88.01%	1.09%	2.12%	1.12%	0.93%	4.27%	2.47%
U.S.	73.81%	12.6%	5%	0.82%	0.17%	4.7%	2.91%

The U.S. Census Bureau 2010-2014 American Community Survey indicates Sanpete County's total population to be 28,129 persons. The population density, or the number of persons per square mile, is estimated to be 17.69. The gender delineation is 52.58% male and 47.42% female. The stratification of age for Sanpete County is as follows:

Area	Age 0-4	Age 5-17	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+
Sanpete	6.93%	21.63%	16.13%	12.04%	10.99%	10.5%	9.62%	12.17%
Utah	9%	22.1%	11.42%	15.49%	12.62%	10.72%	9.14%	9.51%
U.S.	6.36%	17.13%	9.96%	13.47%	12.96%	14.09%	12.29%	13.75%

Total population by race alone, as a percent, for Sanpete County is as follows:

Area	White	Black	Asian	Native American/	Native Hawaiian/	Some Other	Multiple Races
				Alaska Native	Pacific Islander	Race	
Sanpete	90.14%	0.99%	0.39%	1.2%	0.64%	5.39%	1.26%
Utah	88.01%	1.09%	2.12%	1.12%	0.93%	4.27%	2.47%
U.S.	73.81%	12.6%	5%	0.82%	0.17%	4.7%	2.91%

#### **Existing Community Resources**

CVMC is the only health care facility located in Juab County. A County Public Health
Department exists as another resource available to respond to health needs in this community. Juab
County Public Health Department, along with the Central Utah Public Health Department are excellent resources and often partner with CVMC to provide needed community health services. An example of collaboration between these entities is community health fairs. Two health fairs are held annually; one focuses on the senior population, and a second event is held for children in the fall. Both events provide free health screenings, health education and reduced cost laboratory tests.

Sanpete County has two (2) hospitals. One is located in the Southern part of Sanpete County, in Gunnison, Utah, and the other is located in the Northern part of Sanpete County, in Mount Pleasant Utah. Gunnison Valley Hospital is part of a County Special Service District, while Sanpete Valley Hospital is owned and operated by Intermountain Health Care, based in Salt Lake City, Utah. Multiple medical clinics operating under the umbrella of the two organizations are scattered throughout Sanpete County as resources available to respond to health needs in the community. CVMC operates one medical clinic in Sanpete County (Fountain Green Medical Clinic).

#### **CHNA Process**

In early 2016, CVMC began the process of conducting a Community Health Needs Assessment (CHNA) to fulfill its legal obligation as mandated by the Patient Protection and Affordable Care Act (PPACA). As indicated in the PPACA, the overarching view of the assessment and identification of the health needs must be taken from the perspective of the community. The structured CHNA process not only serves as an opportunity to maintain compliance with state and federal regulations, but it also serves as a means to engage community members in identifying the most pressing health care concerns and needs. Ms. Heidi Kelso, Marketing Director for CVMC, was given responsibility for overseeing the CHNA process.

#### **Community Advisory Committee**

It was determined that the best approach for involving the widest representation of community members would be through a Local Interagency Council already functioning in the Juab County area.

The Local Interagency Council consists of the following members: Jared Eldridge, Juab County Attorney; Randy Mcknight, Nephi City; Katie Johnson, Juab Domestic Violence Coalition; Pam Goodrich, Central Utah Public Health Department; Richard Pay, Juab School District; Bert Wright, Nephi City Police; Rick Robbins, Juab School District, Mark Jones, Mayor of Nephi City; Susan Cowan, Juab School District; Gay Hansen, Prevention Specialist for Central Utah Mental Health; Cathy Sunderland, Registered Nurse, Juab School District; Patty Bowles, Registered Nurse, Juab Public Health Department; Amy Taylor, Victim Advocate for Juab County; Laura Sagers, Mountainland HeadStart and Low-Income Advocate. This group meets monthly for one hour to discuss community issues and serves as the Community Advisory Committee for purposes of conducting the CHNA.

#### **How Data Was Obtained**

The Community Advisory Committee met on February 9, 2016. The group reviewed information from a health indicators report for Juab County from data obtained from <a href="www.chna.org">www.chna.org</a> and data provided by the Central Utah Public Health Department.

#### **Primary and Chronic Disease Data for the Community**

The health indicators report found at <a href="www.chna.org">www.chna.org</a> provides primary and chronic disease data for the community and is broken into five categories of focus: social and economic factors, physical environment, clinical care, health behaviors and health outcomes. 48 specific health indicators were identified as areas of concern, where Juab County is above the State and National average.

#### 1. Social & Economic Factors.

Children Eligible for Free/Reduced Price Lunch

Food Insecurity Rate

Income – Families Earning Over \$75,000

Income – Median Family Income

Income – Per Capita Income

Income – Public Assistance Income

Insurance – Population Receiving Medicaid

Insurance – Uninsured Population

Population Receiving SNAP Benefits (ACS)

Population with Associate's Level Degree or Higher

Population with No High School Diploma

Poverty – Children Below 100% FPL

Poverty - Children Below 200% FPL

Poverty – Population Below 100% FPL

Poverty – Population Below 200% FPL

Poverty – Population Below 50% FPL

Teen Births

#### 2. Physical Environment

Climate & Health – Drought Severity

Food Access – Fast Food Restaurants

Food Access – Grocery Stores

Food Access – Low Food Access

Food Access – Low Income & Low Food Access

Housing - Mortgage Lending

Housing – Overcrowded Housing

Housing - Vacancy Rate

Liquor Store Access

Recreation and Fitness Facility Access

Use of Public Transportation

#### 3. Clinical Care

Cancer Screening – Mammogram

Cancer Screening – Pap Test

Cancer Screening – Sigmoidoscopy or Colonoscopy

Preventable Hospital Events

#### 4. Health Behaviors

Physical Inactivity

Fruit/Vegetable Consumption

Tobacco Usage – Current Smokers

#### 5. Health Outcomes

Depression (Medicare Population)

Diabetes (Adult)

Diabetes (Medicare Population)

High Blood Pressure (Adult)

Obesity

Poor General Health

Cancer Incidence - Colon and Rectum

Mortality – Premature Death

Mortality – Cancer

Mortality – Heart Disease

Mortality – Ischaemic Heart Disease

Mortality – Unintentional Injury

Mortality – Pedestrian Accident

#### **Identifying Community Health Needs**

The Community Advisory Committee suggested that a survey be conducted to assist in identifying the specific health needs of the community served. The group suggested that the survey be patterned after other health care facilities' CHNA surveys. Ms. Kelso researched CHNA tools being used by other facilities and compiled a list of questions. She suggested limiting the survey to 10 questions. The group wanted to ensure questions were included to identify the top health challenges faced by community members, as well as an opportunity for participants to provide feedback on what CVMC could do to better meet the health needs of community members. After questions were selected, Ms. Kelso worked to design and implement an assessment tool that would be accessible to the community via the hospital's website. The survey/assessment tool was available in paper copy at the hospital. A paper copy of the survey was also disseminated through the Community Advisory Committee and the CVMC Volunteers.

#### **Survey/Assessment Tool**

My zip code is :\_\_\_\_\_

1.	Have you or someone in your household used the services  □ Yes (Skip to Q4) □ No	of CVMC in the	ne past 24 months?
2.	If no, at which hospital(s) were services received?		
3.	If you or a family member did receive care at CVMC, who  □ Radiological Imaging (x-rays, MRI, CT, ultrasound, ma  □ Laboratory  □ Clinic/Physician Services  □ Other	ammogram)	□ Inpatient hospital

4.	☐ Satisfied	nber did receive care	,	you say that you were  □ Don't know			
5.	Why were you satisfie	ed or dissatisfied wit	h the care received	at CVMC?			
6.	If you or a family men primary care (family)		· · · · · · · · · · · · · · · · · · ·	you able to get an appointment need one?	nt with your		
	□ Yes	□ No	□ Don't l	know			
7.	Have you or someone  ☐ Yes	in your household d	lelayed health care  □ Don't	due to lack of money and/or i	nsurance?		
8.	What concerns you mo	ost about health care	in the service area	of CVMC?			
9.	. What services would you like to see offered at CVMC?						

#### **CHNA Process**

The Community Advisory Committee met again on March 8, 2016. An update was given by Ms. Kelso regarding the progress of the CHNA survey tool. She informed the group that the survey/assessment was now functioning electronically via the website <a href="http://www.centralvalleymedicalcenter.com">http://www.centralvalleymedicalcenter.com</a> This will allow the survey/assessment tool to be available to the largest population. Members of the committee were asked to encourage community residents to take the survey either electronically or using a printed paper copy. Copies of the survey/assessment tool were given to each committee member to distribute along with flyers to encourage survey participation via the hospital's website. Ms. Kelso said she had placed flyers in the lobby of the hospital and both medical clinics encouraging community members to take the survey. A banner was also placed in the clinic lobby encouraging the community to participate. See examples attached as Exhibit A.

The group agreed the collection period should conclude by May 1<sup>st</sup> in order to allow time for the data to be calculated and reviewed at the next meeting. The group was again encouraged to seek out community members and ask them to complete a survey.

Leading health indicators from <a href="www.chna.org">www.chna.org</a> were reviewed by the Community Advisory

Group. The group decided to focus primarily on data from Juab County since the majority of patients served come from this geographic area.

On May 10, 2016, the Community Advisory Group reviewed and discussed the findings from the survey/assessment tool. The survey/assessment tool was conducted using the hospital's website as well as in hard copy for a 2 month period. The survey was also shared through local organizations including Juab Senior Citizens and the local Chamber of Commerce in hard copy format.

#### **Summary of Survey/Assessment Tool**

- o 264 total respondents.
- o 194 or the majority of respondents were from Juab County.
- o 245 indicated they had used the services provided at CVMC.
- The most commonly identified services utilized were: 1) Clinic/Physician Services, 2)
   Laboratory, and 3) Radiology.
- A preponderance of those surveyed, 224 respondents, indicated "yes" they were satisfied
  with the services provided at CVMC. The number of respondents indicating "no" as not
  being satisfied was 20, and another 20 people marked "don't know."
- o If respondents indicated they chose another hospital or health care provider, they were asked to indicate why. The majority of those responses delineated that it was due a lack of available specialists. This is an important finding, as CVMC is continuing to work on recruiting and providing additional specialty services.
- When asked the question, "...are you able to get an appointment with your primary care (family) doctor when you need one?" 61% indicated "yes" and 21% responded "no" while 17% indicated "didn't know" or left the question unanswered.

- Survey participants were asked the question, "Have you or someone in your household delayed health care due to lack of money and/or insurance?" 55% responded "no" and 30% indicated "yes" while 14% "didn't know" or left the question unanswered.
- Two open-ended questions, "What concerns you most about health care in the service area of CVMC?" and, "What services would you like to see offered at CVMC?" received varying responses and are addressed in depth later in the report.

#### Full Analysis of Survey/Assessment Findings

The following represents an analysis of the survey/assessment tool results or findings. The actual overall number of surveys completed via the hospital's website and paper copy combined was 264. Since the survey tool was <u>not</u> mailed via the U.S. Postal Service to a pre-determined sample group, there is no sample size or acceptable response rate. Respondents were asked to identify their zip code at the beginning of the survey, to determine if they lived within the service area of CVMC.

The first question respondents were asked was, "Have you or someone in your household used the services of CVMC in the past 24 months?" The majority of respondents, 73%, indicated they had used the services of CVMC in the past 24 months, while 8% indicated "no."

The second assessment question asked people to identify which hospital they used for their healthcare. This question was somewhat redundant, since the respondents were asked in the previous question whether they utilize the services of CVMC or not. The community advisory committee hoped to learn where respondents go for healthcare services if they do not utilize CVMC. Very few, approximately 7% indicated "other" for hospital used, or "didn't know." Of the 7% that indicated "other" or "didn't know," only 2 or 3 respondents indicated the actual name of a health care facility that they utilized, therefore, this question was not helpful.

The third survey question asked respondents to select from a predetermined list what services they or a family member used at CVMC? The options included radiology, laboratory, clinic/physician services, inpatient/hospital, emergency department, or rehabilitation services including physical therapy, occupational therapy and speech therapy. Respondents could select one service or multiple services. The most utilized services are ranked in order (highest to lowest) as follows: 1) clinic/physician, 2) laboratory, 3) radiology, 4) emergency, 5) inpatient/hospital, and 6) rehabilitation services. This is information confirms our belief that having skilled Family Medicine physicians and a core group of specialists attracts patients to seek care locally.

Survey question number four asked, "If you or a family member did receive care at CVMC, would you say that you were satisfied, dissatisfied or don't know?" 85% of respondents indicated they were satisfied with the services or care they received at CVMC, while 7.5% indicated they were not satisfied and another 7.5% indicated they didn't know.

Survey question number five asked participants to identify why they were either satisfied or dissatisfied with the care received at CVMC. Respondents could select from a predetermined list, or they could choose "other." The list of reasons or options included the following: more convenient, physician referral, insurance, lack of confidence, lack of available specialists, and other. 57% of respondents indicated the reason for choosing another hospital or health care provider was lack of available specialists. 15% of respondents indicated it was due to insurance, 11% indicated lack of confidence, 7% indicated physician referral, 5% marked more convenient, while 5% delineated other.

Survey question number six asked participants, "Are you able to get an appointment with your primary care doctor when you need one?" More survey respondents chose "yes," approximately 61% while 22% indicated "no" and 17% marked "don't know" or did not answer the question. This survey question has emphasized the importance of an area of concern that CVMC has had for some time.

The seventh question asked on the assessment was, "Have you or someone in your household delayed health care services due to lack of money and/or insurance?" 55% of respondents indicated "no" and 30% marked "yes," while 15% did not answer or "didn't know." CVMC serves a community where poverty is a concern. The median family income in Juab County is only \$58,940. Having adequate affordable health insurance is still very much a concern for many families.

Survey question eight asked, "What concerns you most about health care in the service area of CVMC?" This was an open-ended question with space made available for individuals to enter a response. The responses given may or may not have any relevance to the question asked. Some responses may not be within our mission or scope of services to provide to our community. Responses may be services we already offer and some may be services we should consider offering. The responses were categorized or grouped into general areas concern. The six most frequently listed areas of concern are as follows:

- Wait Times
- Scheduling
- o Access to Recreation Center/Gym
- o Physicians
- o Billing/Cost of Health Care
- Lack of Professionalism

The ninth assessment question asked participants what services they would like to see offered at CVMC. Following are the top four services requested by survey participants:

- o Pediatrician
- o OB/GYN
- o Expanded Clinic Hours
- Urologist

#### **Identified Needs**

The survey/assessment tool identified a list of services and needs. These services and needs were reviewed and prioritized by CVMC's governing board on June 1, 2016. The following scale was used by the group to assign priority level:

- o 10 or more comments = high priority
- o 5 to 7 comments = medium priority
- o 3 to 6 comments = low priority

Need	Priority	Responsible	Implementation Strategy/Comments
Pediatrician	High	CVMC	NEED IS NOT MET, BUT IS BEING ADDRESSED.
			The need for a Pediatrician was identified in 2013 and again in 2016. CVMC's governing board and administration are in favor of adding this service and will pursue recruitment of pediatric candidates. A shortage of physicians nation-wide continues to hamper efforts. During the interim period, pediatric patients may receive care from Family Medicine physicians.
OB/GYN	Medium	CVMC	NEED IS MET.
			This need was identified by the community on the survey and was likely influenced by the news that CVMC's only OB/GYN physician is leaving. However, a new OB/GYN physician has been recruited to replace the one departing. No interruption in services will occur.
Expanded Clinic Hours	Medium	CVMC	NEED IS NOT MET.
			Survey participants commented on the need for expanded clinic hours with more evening appointments available. This request is valid. CVMC governing board and administration have received comments from community members that the current clinic hours of operation are not friendly or convenient for working parents. CVMC is optimistic that when additional physicians are added, expanded clinic hours may be possible. CVMC's emergency room is always open and a physician responds to all urgent care needs after regular clinic hours.
Urologist	Low	CVMC	NEED IS NOT MET, BUT IS BEING ADDRESSED.
M. J. G.	W. I.	CUMC	Several survey participants requested that urological services be offered in Nephi whenever possible, for convenience. CVMC supports this need by offering a specialty clinic, where various specialists from urban areas visit and offer care to residents in our community. Thus, saving patients from traveling long distances. Currently CVMC is experiencing a gap in urological services, due to the unanticipated retirement of a physician and is working to secure these services once again. Other specialty care services provided include: podiatry, pain management, ENT, audiology, ophthalmology, EMG studies, and echocardiograms. A schedule for the visiting specialists is available on the hospital's website, <a href="https://www.cvmed.net">www.cvmed.net</a> and is published each month in four area newspapers.
Wait Times	High	CVMC	NEED IS NOT MET, BUT IS BEING ADDRESSED.
			Survey participants identified patient waiting times in general as an area of concern. This concern is one that CVMC is aware of and working to correct. Scheduled patients should not wait longer than 15 minutes to see a physician. However, if the physician is called to the emergency department, then longer wait times usually occur. Individual physicians vary in their practice style. Some physicians like to spend more time with patients and can easily get off schedule, which can cause longer waiting times as well. CVMC is working with physicians and office staff to help facilitate smoother transitions between patients with increased personnel

Need	Priority	Responsible	Implementation Strategy/Comments
			dedicated to Cerner, CVMC's electronic medical record software.
Scheduling	High	CVMC	NEED IS NOT MET, BUT IS BEING ADDRESSED.
			Survey participants complained about scheduling in general. Based on survey comments, this was interpreted to mean difficulty in scheduling an appointment with
			their desired physician or a lack of physician availability when an appointment is
			needed. Several remedies have been implemented. One such remedy is a dedicated central scheduling office. This method of scheduling was implemented in 2015 and
			sets appointments for all physicians. The second remedy is to hire additional
			physicians. An eighth Family Medicine physician is being recruited to begin working at CVMC in 2017. A third remedy would be to make additional
			appointments available through expanded hours of operation by offering more
Access to	Low	Nambi Cita	evening clinic hours.  NEED IS NOT ADDRESSED DUE TO LIMITED RESOURCES.
Recreation	Low	Nephi City	NEED IS NOT ADDRESSED DUE TO LIMITED RESOURCES.
Center/Gym		CVMC	According to a leading health indicators report found at <a href="https://www.chna.org">www.chna.org</a> Juab County
			residents fall below the state of Utah and U.S. when considering access to a gym or recreation center and access to healthy foods. These same residents have a higher
			concentration of fast food restaurants and a higher percentage rate of obesity when
			compared to the state of Utah and the U.S. average. CVMC hopes that other community agencies, government and businesses can partner and work together to
			meet these needs. CVMC partners as a gold level sponsor of Nephi City Recreation
Physicians	Medium	CVMC	programs in an effort to promote fitness among the population served.  NEED IS NOT VALID.
1 mysicians	Wicdiani	CVIVIC	NEED IS NOT VILLID.
			There were many comments that had to do with physicians and it was difficult to
			interpret since an individual's style of communication, personality, mannerisms, etc. all contribute to perception of care and are very subjective. Comments were counted
			as a physician concern if the response was negative in nature. Overall, the positive
			comments far outweigh the negative. This is especially true when considering that the assessment identified 85% of survey participants indicated they were satisfied
			with the care they received at CVMC, while 7.5% were not, and 7.5% did not know,
Billing/Cost of	High	CVMC	or did not respond to the assessment question.
Health Care	High	CVMC	NEED IS NOT MET, BUT IS BEING ADDRESSED.
			Survey participants complained about billing and the high cost of health care in general. Some complaints pointed out valid concerns in CVMC's charges. This is
			being addressed through a software program recently purchased from Optum 360
			which will review and analyze the hospital's chargemaster and billing standards.
			Discrepancies in charges and billing practices will be standardized to reflect the most common practice or average charges for our state and nation.
Lack of Professionalism	High	CVMC	NEED IS NOT MET, BUT IS BEING ADDRESSED.
			The assessment identified lack of professionalism among the organization's staff as
			being an area of concern. This concern has been addressed and will continue to be addressed through regular customer service training. One such training occurred on
			May 11, 2016, where a nationally known speaker/presenter, Jason Hewlett, taught
			staff the importance of excellent customer service.

## Adoption of Implementation Strategy and CHNA

CVMC's governing board met on August 3, 2016, and unanimously agreed to accept the Community Health Needs Assessment as written. The above implementation plan and strategy were also approved and formally adopted.

# Exhibit A Advertising

Flyer and Newspaper



#### Exhibit A (continued)

#### Advertising

#### Website

