

Ascension Saint Mary - Kankakee

**Implementation Strategy for the TY2023 CHNA
Kankakee County, Illinois**



Ascension

The purpose of this Implementation Strategy (IS) is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment (CHNA). The significant health needs the hospital does not intend to address are identified, and a rationale is provided. Special attention has been given to the needs of individuals and communities at increased risk for poor health outcomes or experiencing social factors that place them at risk.

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The authorized governing body approved the tax year 2023 Implementation Strategy on September 25, 2024 (2023 tax year) and applies to the following three-year cycle: July 2024 to June 2027. This report, as well as the previous report, can be found on our public website.

We value the community's voice and welcome feedback on this report. Please visit our public website (<https://healthcare.ascension.org/chna>) to submit your comments.

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Introduction

As one of the leading non-profit and Catholic health systems in the United States, Ascension is committed to delivering compassionate, personalized care to all, with special attention to impoverished and vulnerable persons.

About Ascension

Ascension is a faith-based healthcare organization dedicated to transformation through innovation across the continuum of care. As of April 2024, the national health system operates 140 hospitals and 40 senior living facilities in 19 states and the District of Columbia, while providing a variety of services including clinical and network services, venture capital investing, investment management, biomedical engineering, facilities management, risk management, and contracting through Ascension's own group purchasing organization.

Ascension's Mission provides a strong framework and guidance for the work done to meet the needs of communities across the US. It is foundational to transform healthcare and express priorities when providing care and services, particularly to those most in need.

Mission: Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

For more information about Ascension, visit <https://www.ascension.org/>.

Ascension Illinois

Ascension Illinois is one of the largest health systems in the state of Illinois, with 150 sites of care, including 14 hospitals spanning the Chicagoland area. It provides inpatient, outpatient, and emergency care to more than 680,000 people in Illinois, including critical, advanced facilities, and specialized expertise not widely available. It is a strong economic driver and job creator as well, with thousands of jobs. But beyond this core commitment, Ascension Illinois provided over \$220 million in community benefit and care for persons living in poverty in fiscal year 2023.

Ascension Saint Mary

As a Ministry of the Catholic Church, Ascension Saint Mary is a non-profit hospital that has been providing medical care to the Kankakee community since 1897 following in the footsteps of founders, the Sisters Servants of the Holy Heart of Mary. Today, Ascension Saint Mary provides emergency as well as specialty care including heart, cancer, stroke care, orthopedics and women's health.



**Ascension
Saint Mary Kankakee**

For more information about Ascension Saint Mary visit:

<https://healthcare.ascension.org/locations/illinois/ilchi/kankakee-ascension-saint-mary>

Overview of the Implementation Strategy

Purpose

This IS is the hospital's response to the health needs prioritized by its current CHNA. It describes the hospital's actions to address prioritized needs, allocate resources, and develop hospital programs, and mobilize community partners to work together. This approach aligns with Ascension Saint Mary's commitment to offer programs designed to address the community's health needs with an emphasis on advancing health equity.

Advancing Health Equity

Health equity is the state in which everyone has a fair and just opportunity to attain their highest level of health. Progress toward achieving health equity can be measured by reducing gaps in health disparities. (CDC, 2023; Healthy People 2030). Health disparities are a particular health difference closely linked with economic, social, or environmental disadvantage. Health disparities adversely affect groups of people who have systematically experienced greater social or economic obstacles to health based on their racial or ethnic group, religion, socioeconomic status, gender, age, or mental health; cognitive, sensory, or physical disability; sexual orientation or gender identity; geographic location; or other characteristics historically linked to discrimination or exclusion (Braveman, 2014).

Ascension acknowledges that health disparities in our communities go beyond individual health behaviors. Ascension's Mission calls us to be "advocates for a compassionate and just society through our actions and words"; therefore, health equity is a matter of great importance to Ascension.

The 2023 CHNA report aims to offer a meaningful understanding of the most significant health needs across Kankakee County, emphasizing identifying the barriers to health equity for all people. The purpose of the 2023 Implementation Strategy is to describe how the hospital plans to address prioritized health needs from its current CHNA, with emphasis on responding to the challenges to achieving health equity.

Locally and nationally, Ascension addresses health disparities and inequities through the following initiatives:

- Regional ABIDE Councils ("Appreciation-Belongingness-Inclusivity-Diversity-Equity") that drive change at the local level and engage associates in support of fostering an inclusive, diverse, and equitable environment;
- Unconscious Bias and Cultural Competency and Humility education and training for associates and providers to promote high-quality care for all;
- Collection of REaL Data (Race, Ethnicity, and Language) to understand inequities among patient populations and inform initiatives to address disparities;
- Screening for SDoH (Social Determinants of Health) to understand patients' needs;

- Utilization of Neighborhood Resources to connect patients and individuals to services and support for basic needs;
- Ascension Employed Clinician Network health disparities goals for clinical care and outcome improvements (diabetes, maternal health, etc.).

IRS 501(r)(3) and Form 990, Schedule H Compliance

The CHNA and IS satisfy specific tax reporting requirements pursuant to the Patient Protection and Affordable Care Act of 2010 provisions, commonly known as the Affordable Care Act (ACA). As part of the ACA, all not-for-profit hospitals are required to conduct a CHNA and adopt an IS every three years. Requirements for 501(c)(3) Hospitals Under the Affordable Care Act are described in Code Section 501(r)(3) and include making the CHNA report (current and previous) widely available to the public. In accordance with this requirement, electronic reports of the CHNA and the current implementation strategy can be found at <https://healthcare.ascension.org/CHNA>, and paper versions can be requested at Ascension Saint Mary's Administration Office.

Needs Prioritization

Included in Code Section 501(r)(3) is the requirement that hospitals must provide a description of the process and criteria used to determine the most significant health needs of the community identified through the CHNA, along with a description of the process and criteria used to determine the prioritized needs to be addressed by the hospital. Accordingly, Ascension Saint Mary used a phased prioritization approach to identify the needs of Kankakee County. The first step was to determine the broader set of identified needs. The CHNA assessment narrowed identified needs to a group of significant needs determined most crucial for community stakeholders to address.

After completing the CHNA assessment, significant needs identified by the county were discussed and adopted as the prioritized needs that the hospital will address within the IS. To arrive at the prioritized needs, Ascension Saint Mary's used a modified Hanlon method that included evaluating the momentum, alignment and feasibility in making an impact on the community issue. The presence of health disparities and inequities was also taken into account.

Needs That Will Be Addressed

Following the completion of the current CHNA, Ascension Saint Mary has selected the prioritized needs outlined below for its TY2023 IS. Ascension has defined "prioritized needs" as the significant needs that the hospital has prioritized to address through the three-year CHNA cycle:

1. **Chronic Disease:** Chronic diseases are the leading cause of disability and death with noted racial and ethnic health disparities. There are higher rates of coronary health disease in Kankakee County as well as persons diagnosed with diabetes and asthma than state and national rates. More adults residing in Kankakee County, specifically in the center part of the county, are reporting no exercise. The non-hispanic black population has the highest deaths (mortality rates) for heart disease, cancers, kidney disease, influenza, pneumonia and stroke.
2. **Mental Health:** Mental health plays a critical role in the overall well-being of communities. There is a higher drug overdose mortality rate in Kankakee County than the state or national rates. More persons residing in Kankakee County have Medicaid coverage than the state and national percentages. There are less physicians per 100,000 population in Kankakee County than the state rate for the past 13 years. There are also less mental health providers per capita in the county.
3. **Social Determinants of Health:** Social and economic factors are important drivers of health outcomes. There are racial and ethnic inequities that exist for median household income, college graduation, insurance coverage, and food insecurity in Kankakee County. The social vulnerability index percentile is much higher in Kankakee County than the state and United States for the past 20 years with greater geographic disparity in the center part of the county.

Ascension Saint Mary understands the importance of all the community's health needs. It is committed to playing an active role in improving the health of the people in the communities it serves. For this implementation strategy, Ascension Saint Mary has focused its efforts on the above priorities.

Needs That Will Not Be Addressed

Based on the prioritization criteria, the health needs identified through the CHNA that Saint Mary does not plan to address at this time include:

- Not applicable

While these needs are not the focus of this Implementation Strategy, Ascension Saint Mary may consider investing resources in these areas as appropriate, depending on opportunities to leverage organizational assets in partnership with local communities and organizations. Also, this report only encompasses a partial inventory of everything Ascension Saint Mary does to support health within the community.

To find a list of resources for each need not being addressed, please refer to the Saint Mary's 2023 CHNA: <https://healthcare.ascension.org/CHNA>.

Acute Community Concern Acknowledgement

A CHNA and IS offer a construct for identifying and addressing needs within the community(s) it serves. However, unforeseen events or situations, which may be severe and sudden, may affect a community. At Ascension, this is referred to as an acute community concern. This could describe anything from a health crisis (e.g., COVID-19), water poisoning, environmental events (e.g., hurricane, flood), or other event that suddenly impacts a community. If adjustments to an IS are necessary, the hospital will develop documentation as an SBAR (Situation-Background-Assessment-Response) evaluation summary to notify key internal and external stakeholders of those possible adjustments.

Written Comments

This IS has been made available to the public and is open for public comment. Questions or comments about this Implementation Strategy can be submitted via the website:

<https://healthcare.ascension.org/chna>.

Approval and Adoption of the IS

To ensure the Ascension Saint Mary's efforts meet the needs of the community and have a lasting and meaningful impact, the 2023 Implementation Strategy was presented and adopted by Ascension Illinois Joint Hospitals Board on September 25, 2024. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions of the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been developed to address prioritized needs.

Action Plans

The IS below is based on prioritized needs from the hospital's most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years.

STRATEGY #1: Chronic Disease	
Hospital(s) Name(s) Ascension Saint Mary - Kankakee	
Prioritized Health Need #1 Chronic Disease	
Strategy Provide access to health screenings, and health education with a focus on cancer, heart disease and diabetes in the hospital community.	
Strategy Source <ul style="list-style-type: none"> Community Wellness Programs Local Community Based Organization (CBO) Support and Partnerships Cancer screenings and awareness 	
Objective By June 30, 2027, there will be increased access to health screenings and education for the community.	
Target Population <ul style="list-style-type: none"> Target Population: SMK community residents Medically Underserved Population: Uninsured and underinsured individuals, high risk populations 	
Collaborators <ul style="list-style-type: none"> Collaborators: Community Based Organizations, Faith Based Organizations, Park Districts, Educational Institutions, Touchpoint 	
Resources <ul style="list-style-type: none"> In-kind staff time, funding/cash donations to community organizations, education collateral, training, screenings, other materials or clinical services. 	Budget* Estimate the cost of the actions of the strategy plan. <ul style="list-style-type: none"> \$50,000 - \$60,000 / 3 year cycle
ACTION STEPS:	ROLE/OWNER
Appoint internal lead for this strategy.	Ascension Saint Mary - Kankakee Community Benefit, Community Health
Identify internal resources for supporting community wellness programming	Ascension Saint Mary - Kankakee Community Benefit, Community Health
Identify external partners serving low-income and/or at risk persons that need community health screening and health education services	Ascension Saint Mary - Kankakee , Community Health, VNA, Aunt Martha's

Promote availability of health screenings and health education events within target audiences and community partners	Ascension Saint Mary - Kankakee, Community Health
Monitor work, evaluate progress, report outcomes	Ascension Saint Mary - Kankakee, Community Health, Community Benefit
Plan for expansion of exercise & nutrition classes in underserved zip codes	Ascension Saint Mary - Kankakee Community Health
Output(s) and/or Outcome(s) <ul style="list-style-type: none"> ● Baseline: FY23 Data ● Target: <ul style="list-style-type: none"> ○ Increase number of community health education occurrences from baseline ○ Increase number of community screening opportunities from baseline ○ Increase exercise & nutrition classes in underserved communities from baseline ● Data Source; Data Owner: CBISA, Community Health 	
ANTICIPATED IMPACT	
The anticipated impact of these actions is to increase screenings and wellness activities in the community.	

**The budget for this initiative is an estimate and should be considered as such.*

STRATEGY #2 Local Mental Health & Substance Use Disorder Support And Partnerships	
Hospital(s) Name(s) Ascension Saint Mary - Kankakee	
Prioritized Health Need #2 Mental Health	
Strategy Increase support for mental health programming and warm hand off services.	
Strategy Source or Alignment <ul style="list-style-type: none"> Local Mental Health & Substance Use Disorder Assistance Support and Partnerships Warm Hand-Off Services SBIRT Model (Screening, Brief Intervention, Refer to Treatment) 	
Objective By June 30, 2027, increase support for individuals in need of mental health or substance use disorder assistance in the SMK community.	
Priority Population <ul style="list-style-type: none"> Target Population: Ascension Saint Mary - Kankakee patients and community residents; patients that present to the medical floors with a substance use disorder in need of substance use disorder services and resources. Medically Underserved Population: Individuals experiencing mental health/behavioral health issues. 	
Collaborators <ul style="list-style-type: none"> Other Ascension hospital: Ascension Medical Group- Behavioral Health Network Joint Venture: N/A Collaborators: Community-based organizations, National Hispanic Suicide Prevention Network, NAMI, Faith-based Institutions, local schools, Colleges, Universities, Project Sun, Mental Health Network, American Foundation for Suicide Prevention, Kankakee County Health Department, Kankakee County Sheriff’s Department, Kankakee County Coroner’s Office, Ascension Saint Mary - Kankakee Emergency Department Consultants: N/A Other non-profit hospital - N/A 	
Resources <ul style="list-style-type: none"> Other Ascension hospital(s): Trainings and mental health education; funding for the consultants, ASMK employed CADC (Certified Alcohol and other Drug Counselor) Joint Venture: N/A Collaborators: Community-based organizations, Faith-based Institutions, School districts, colleges & universities Consultants: N/A Other non-profit hospital: N/A 	Budget* Estimate the cost of the actions of the strategy plan. <ul style="list-style-type: none"> \$50,000 - \$75,000 / 3 year cycle
ACTION STEPS	ROLE/OWNER

Appoint an Associate Lead for this strategy	Ascension Saint Mary - Kankakee
Identify community partner that provides mental health/behavioral health services	Ascension Saint Mary - Kankakee
Explore opportunities for mental health/behavioral health partnerships with external partners	Ascension Saint Mary - Kankakee
Orient and train internal team members in warm-handoff program and workflows	ASMK Substance Abuse Staff ASMK Medical Floors nursing ASMK Medical Staff
Provide funding support for local community based organizations (CBO) that provide mental health/behavioral health services, veteran specific programs focused on mental health and resources	Ascension Saint Mary - Kankakee Community Investment Review Committee
Work closely and serve on the Kankakee County Opioid Task Force	Ascension Saint Mary - Kankakee, Community Health, Behavioral Health, and EMS team
Increase access and education regarding deployment of Naloxone (Narcan) to individuals who are at risk of an opioid overdose.	Kankakee County Health Department, Ascension Saint Mary - Kankakee Community Health and Emergency Department
Monitor work, evaluate progress, report outcomes	Ascension Saint Mary - Kankakee Implementation Strategy Workgroup and Community Health
Output(s) and/or Outcome(s) <ul style="list-style-type: none"> ● Baseline: FY24 Data ● Target: <ul style="list-style-type: none"> ○ Increase the total amount of Community Investment support provided through community partnerships from baseline. ● Data Source; Data Owner: Community Investment Committee 	
ANTICIPATED IMPACT	
The anticipated impact of these actions is increased access to Mental Health resources, education and services.	

**The budget for this initiative is an estimate and should be considered as such.*

STRATEGY #3: Food Access Assistance	
Hospital(s) Name(s)	Ascension Saint Mary - Kankakee
Prioritized Health Need #3	Social Determinants of Health (SDoH: Food Security)
Strategy	Increase food access assistance for food insecure individuals for SMK community residents.
Strategy Source or Alignment	<ul style="list-style-type: none"> ● Micro Pantry

<ul style="list-style-type: none"> • School BackPack Program • Local Food Assistance Support and Partnerships • RX Mobile • IQ Pay 	
Objective By June 30, 2027, increase community support for local food pantries, increase food access partnerships and increase the number of individuals provided with food access assistance.	
Priority Population <ul style="list-style-type: none"> • Target Population: SMK community residents, including ASA associates and patients. • Medically Underserved Population: Individuals experiencing food insecurity in the community. • Adults, Children, Adults 65+, African American/Black population, Hispanic/Latinx population, Zip Codes: 60901, 60914, 60915, 60944, 60958 	
Collaborators <ul style="list-style-type: none"> • Joint Venture: N/A • Collaborator: Northern Illinois Food Bank, Ascension Illinois Food Access and Nutrition Workgroup, Community Investment Committee • Consultants: Touchpoint • Other Non-Profit Hospitals: N/A 	
Resources <ul style="list-style-type: none"> • Other Ascension hospital(s): staff time donated, funding/cash donations, materials to build and/or maintain programs, education collateral, marketing resources, and others • Joint Venture: N/A • Collaborators: Northern Illinois Food Bank, Faith-Based Institutions, staff/volunteer time donated • Consultants: N/A • Other non-profit hospital: N/A 	Budget* Estimate the <u>annual</u> cost of the actions of the strategy plan. <ul style="list-style-type: none"> • MicroPantry: \$1K • School BackPack Program: \$5K • Local Food Assistance Support and Partnerships: \$8K - \$10K • IQ Pay \$8K - \$10K • \$24,000 - \$40,000 per year
ACTION STEPS: MicroPantry	
Appoint an Associate Lead for this strategy	Ascension Saint Mary - Kankakee Community Health & Volunteers
Identify internal resources for supporting healthy food donations, healthy food distribution and food access program delivery	Ascension Saint Mary - Kankakee
Identify food-drive event dates	Ascension Saint Mary - Kankakee Associate Engagement Committee
Identify potential community partners to support maintenance of MicroPantry	Ascension Saint Mary - Kankakee
Provide funding support for local community food access programs and initiatives	Ascension Saint Mary - Kankakee Investment Review Committee, Ascension Illinois Community Benefit
ACTION STEPS: School BackPack Program	
Appoint an Associate Lead for this strategy	Ascension Saint Mary - Kankakee

	Community Health
Identify potential community partners to support maintenance of School Backpack Program	Ascension Illinois Community Health Director
Provide funding support for local community food access programs and initiatives	Ascension Saint Mary - Kankakee Implementation Strategy Workgroup and Community Health
ACTION STEPS: Local Food Pantry Support and Partnerships	ROLE/OWNER
Appoint an Associate Lead for this strategy	Ascension Saint Mary - Kankakee Community Health
Participate in Ascension Saint Mary Kankakee Community Investment Committee	Administration, Foundation, Community Health
Identify local food pantries in need of financial support	Ascension Illinois Community Health Director
Identify internal resources to support food pantry initiatives (i.e. food drives, nutrition education and training)	Ascension Illinois Community Health Director
Monitor work, evaluate progress, report outcomes	Ascension Saint Mary - Kankakee Implementation Strategy Workgroup and Community Health
Output(s) and/or Outcome(s)	
<ul style="list-style-type: none"> ● Baseline: <ul style="list-style-type: none"> ○ FY24 data ● Target: <ul style="list-style-type: none"> ○ Increase total number of individuals served by food access programs from baseline ○ Increase total number of meals provided from baseline ○ Increase total pounds of food provided from baseline ○ Increase cash donations provided to food access organizations from baseline ● Data Source; Data Owner: Feeding America, Northern Illinois Food Bank, Ascension Saint Mary - Kankakee ● Community Investment Committee 	
ANTICIPATED IMPACT	
The anticipated impact of these actions is increased access to healthy food and reduced food insecurity.	

**The budget for this initiative is an estimate and should be considered as such*

STRATEGY #5: Workforce Development Programs & Partnerships	
Hospital(s) Name(s)	Ascension Saint Mary - Kankakee
Prioritized Health Need #5	Social Determinants of Health (<i>SDoH - Education</i>)
Strategy	Increase educational opportunities and workforce development programs within the community.
Strategy Source	<ul style="list-style-type: none"> ● Community Collaborations and Partnerships

<ul style="list-style-type: none"> • Internship Programs • Scholarships 	
Objective BY June 30, 2027, there will be an increase of workforce programs within the community.	
Target Population <ul style="list-style-type: none"> • Target Population: Young adults, teens, Ascension associates • Medically Underserved Population: Persons experiencing poverty, persons otherwise vulnerable; historically marginalized communities. 	
Collaborators <ul style="list-style-type: none"> • Collaborators: Kankakee County Workforce Board, Kankakee County Economic Development, local colleges and universities, local middle and high schools, Kankakee County CEO program • Consultants: Ascension Human Resources 	
Resources <ul style="list-style-type: none"> • In-kind staff time, funding/cash donations to support programs, education collateral, training, other materials. 	Budget* Estimate the cost of the actions of the strategy plan. <ul style="list-style-type: none"> • \$35,000 - \$50,000 / 3 year cycle
ACTION STEPS:	ROLE/OWNER
Appoint internal lead(s) for this strategy	Ascension Saint Mary - Kankakee, Community Benefit, Community Health
Form internal committee focused on workforce development	Ascension Saint Mary - Kankakee, Community Health, Nursing, HR, Volunteer Services, Other Allied Health
Identify community partners (new and existing) to collaborate on workforce development initiatives.	Ascension Saint Mary - Kankakee, Community Health, internal committee
Implement workforce development programs	Ascension Saint Mary - Kankakee, Community Health, internal committee
Provide community investments for scholarships	Ascension Saint Mary - Kankakee, Community Investment Review Committee
Monitor work, evaluate progress, report outcomes	Ascension Saint Mary - Kankakee, Community Benefit, Community Health
Output(s) and/or Outcome(s) <ul style="list-style-type: none"> • Baseline: FY23 Data • Target: <ul style="list-style-type: none"> ○ Increase number of individuals participating in workforce development programs or partnerships • Data Source; Data Owner: CBISA, Other data sources TBD 	
ANTICIPATED IMPACT	
The anticipated impact of these actions is increased workforce opportunities for adults and youth within the hospital community.	

**The budget for this initiative is an estimate and should be considered as such.*

STRATEGY #6: Housing Assistance	
Hospital(s) Name(s) Ascension Saint Mary - Kankakee	
Prioritized Health Need #6 Social Determinants of Health (<i>SDoH Housing & Transit</i>)	
Strategy Provide support to community based organizations that provide access to resources that address housing assistance.	
Strategy Source or Alignment <ul style="list-style-type: none"> Local Housing Assistance Support and Partnerships 	
Objective By June 30, 2027, increase support for individuals in need of housing assistance in the hospital community.	
Priority Population <ul style="list-style-type: none"> Target Population: hospital patients and community residents. Medically Underserved Population: Individuals experiencing housing assistance needs in the SMK community. 	
Collaborators <ul style="list-style-type: none"> Other Ascension Hospitals: N/A Joint Venture: N/A Collaborator: Kankakee County Housing Authority, Fortitude Community Outreach, Gift of God Street Church, Salvation Army of Kankakee County, local Continuum of Care, Harbor House Consultants: N/A Other Non-Profit Hospitals: N/A 	
Resources Resources the collaborators plan to commit: <ul style="list-style-type: none"> Ascension Saint Mary - Kankakee staff time donated for program maintenance Ascension Saint Mary - Kankakee cash donations to community organizations in need of housing assistance services Homelessness Task Force 	Budget* Estimate the cost of the actions of the strategy plan. <ul style="list-style-type: none"> \$35,000 - \$50,000 / 3 year cycle
ACTION STEPS	ROLE/OWNER
Appoint an Associate Lead for this strategy	Ascension Saint Mary - Kankakee
Identify community partner that provides housing assistance services	Ascension Saint Mary - Kankakee
Explore opportunities for housing assistance partnerships with external partners	Ascension Saint Mary - Kankakee
Provide funding support for local community based organizations (CBO) in need of housing assistance	Ascension Saint Mary - Kankakee

Monitor work, evaluate progress, report outcomes	Ascension Saint Mary - Kankakee Community Health
Output(s) and/or Outcome(s) <ul style="list-style-type: none"> ● Baseline: FY24 data ● Target: Increase support for community based organizations that provide Housing Assistance from baseline. ● Data Source; Data Owner: Community Investment Committee 	
ANTICIPATED IMPACT	
The anticipated impact of these actions is to increase access to safe, affordable housing to improve overall health.	

**The budget for this initiative is an estimate and should be considered as such.*

Evaluation

Ascension Saint Mary will develop a comprehensive measurement and evaluation process for the implementation strategy. The Hospital will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. Saint Mary's uses a tracking system to capture community benefit activities and implementation. Data will be aggregated into an annual Community Benefit report made available to the community to ensure accountability.