



2022-2024

Community Health Needs Assessment

IMPLEMENTATION PLAN

OakBend Medical Center

1705 Jackson Street, Richmond, TX 77469

www.oakbendmedcenter.org

Introduction

ORGANIZATIONAL SUMMARY

OakBend Medical Center, (“OakBend”), was founded in 1950 as Polly Ryon Memorial Hospital by a group of concerned, civic-minded citizens who were led by Mr. and Mrs. A.P. George and were motivated by the need for a quality hospital in Fort Bend County. The hospital was built on 25 acres of land in Richmond, Texas at the site of OakBend’s current Jackson Street campus.

Today, OakBend is the only remaining independent nonprofit hospital in the greater Houston area. With 275 beds on three campuses, along with surgery centers, physical therapy clinics, and physician offices supported by over 1,200 employees and contractors, OakBend is the largest hospital based in Fort Bend County. All three hospitals operate under a single license; therefore, the CHNA community has been defined as the aggregate community served by the three hospital facilities with a single CHNA report prepared.

OakBend follows an innovative model of care that makes the patient the captain of the care team, upending the traditional approach to nursing where the doctors and nurses act as captains of the team. This innovative approach to patient care is no more evident than in OakBend’s no-wait emergency centers and the Jack and Billie Wendt Acute Care for the Elderly (ACE) unit. Research unequivocally demonstrates that reduced wait times in the emergency room and shorter hospital stays produce significantly better patient outcomes.

This focus on patient outcomes drives OakBend's services and programs, including an advanced trauma center, hospital-based skilled nursing facility, and an advanced neonatal ICU. As an independent hospital, OakBend also has the opportunity to design unique programs to meet the needs of the community, including a heart attack program and advanced wound care services.

COMMUNITY SERVED BY OAKBEND

The OakBend is located in the city of Richmond, Texas in Fort Bend County. Richmond is approximately forty-five minutes away from Houston, Texas and an hour and a half away from Galveston, Texas. It is accessible from Interstate 69.

DEFINED COMMUNITY

A community is defined as the geographic area from which a significant number of the patients utilizing hospital services reside. While the CHNA considers other types of healthcare providers, the OakBend is the single largest provider of acute care services. For this reason, the utilization of hospital services provides the clearest definition of the community.

Based on the patient origin of inpatient and outpatient discharges, management has identified the CHNA community to include Fort Bend and Wharton Counties, hereafter referred to as the “CHNA Community.” Based on analysis of patient discharge zip codes, the CHNA community represents the majority of total discharges.

Executive Summary

MISSION, VALUES AND VISION

Our Mission:

To provide exceptional, compassionate health care for our community, regardless of ability to pay.

We Embrace These Values:

Excellence

Integrity

Ownership

Compassion

Our Visionary Goal:

To be the best community health care organization.

Background and Process

The OakBend engaged Forvis, LLP to assist with conducting a formal CHNA. Forvis, LLP is one of the largest CPA and advisory firms in the United States, with approximately 3,000 partners and employees in 40 offices. Forvis serves hospitals and health care systems across the country. The CHNA was conducted in 2021.

Based on current literature and other guidance from the Treasury and the IRS, the following steps were conducted as part of the OakBend’s CHNA:

- Community benefit initiatives, which were implemented over the course of the last three years, were evaluated.
- The “community” served by the OakBend was defined by utilizing inpatient and outpatient data regarding patient origin and is inclusive of medically underserved, low income, minority populations and people with limited English proficiency.
- Population demographics and socioeconomic characteristics of the community were gathered and assessed utilizing various third parties.
- The health status of the community was assessed by reviewing community health status indicators from multiple sources, including those with specialized knowledge of public health and members of the underserved, low-income, and minority population or organizations serving their interests.
- Community input was also obtained through key stakeholder interviews of community leaders.
- Identified health needs were then prioritized considering the community’s perception of the significance of each identified need as well as the ability for the OakBend to impact overall health based on alignment with its mission and the services it provides. The OakBend’s leadership participated in identifying and prioritizing significant health needs.
- An inventory of health care facilities and other community resources potentially available to address the significant health needs identified through the CHNA was prepared.

Identifying Significant Needs Through Community Input –

Key Stakeholder Surveys

Obtaining input from key stakeholders (persons with knowledge of or expertise in public health, persons representing vulnerable populations, or community members who represent the broad interest of the community) is a technique employed to assess public perceptions of the community's health status and unmet needs. These interviews and surveys are intended to ascertain opinions among individuals likely to be knowledgeable about the community and influential over the opinions of others about health concerns in the community.

Methodology

Key stakeholders were surveyed based on their specialized knowledge or expertise in public health; their affiliation with the local government or schools; or their involvement with underserved and minority populations and represent a broad aspect of the community.

Survey participants provided comments on the following issues:

- ▶ Health and quality of life for residents of the community
- ▶ Barriers to improving health and quality of life for residents of the community
- ▶ Opinions regarding the important health issues that affect the residents of the CHNA community and the types of services that are important for addressing these issues
- ▶ Delineation of the most important health care issues or services discussed and actions necessary for addressing those issues

Please refer to *Appendix E* of the CHNA for a copy of the survey instrument. This technique reveals community input for some of the factors affecting the views and sentiments about overall health and quality of life within the community.

Results from Community Input

The questions on the survey are grouped into a few major categories for discussion. A summary of the stakeholders' responses by each of the categories follows. Paraphrased quotes are included to reflect some commonly held opinions. This section of the report summarizes what the key stakeholders provided without assessing the truthfulness or accuracy of their comments.

General opinions regarding health and quality of life in the community

The key stakeholders were asked to rate the health and quality of life in the community. They were also asked to provide their opinion on whether the health and quality of life had improved, declined, or stayed the same over the past few years. Lastly, key stakeholders were asked to provide support for their answers.

Fifty-three percent of the key stakeholders rated the health and quality of life in their county as “very good”. Of the remaining key stakeholders, forty percent rated the health and quality of life as “average” with the remainder (seven percent) rating the health and quality of life as “below average.” None of the key stakeholders rated the health and quality of life “poor.”

When asked whether the health and quality of life had improved, declined, or stayed the same, forty-seven percent of the stakeholders expressed they thought the health and quality of life had improved over the last few years. When asked why they thought the health and quality of life had improved, key stakeholders primarily noted that programs and resources to improve health have increased in the past few years. Thirty-three percent of the stakeholders indicated the health and quality of life in the community declined in the past few years. A majority of these individuals noted the impact of the COVID-19 pandemic on the community.

Underserved populations and communities of need

Key stakeholders were asked to provide their opinions regarding specific populations or groups of people whose health or quality of life may not be as good as others due to unmet needs.

The majority of respondents noted that uninsured / under-insured populations and those living with low incomes are most likely to be underserved due to the high cost of healthcare. The elderly were also identified as a population that is faced with challenges accessing care due to limited transportation.

Several of the key stakeholders noted there are language barriers and a lack of lifestyle and nutrition education in the community.

Barriers

The key stakeholders were asked what barriers or problems keep community residents from obtaining necessary health services and improving health in their community. The majority of the key stakeholders noted barriers due to lack of connection with those individuals in the community that may be hesitant to take advantage of what healthcare resources are available.

Healthcare staffing shortages, lack of medical insurance, transportation, and increase of cost of living and healthcare services were also noted. Other noted important health and quality of life issues impacting the community include:

- ▶ General health awareness
- ▶ Lack of disease prevention services and education
- ▶ Illness detection
- ▶ Difficulty getting COVID vaccinations and promoting COVID vaccinations to the unvaccinated
- ▶ Childhood vaccinations
- ▶ Lack of mental health services
- ▶ Obesity
- ▶ Diabetes
- ▶ Diabetic wounds and conditions
- ▶ Outpatient wound care
- ▶ Cardiopulmonary
- ▶ Emergency services

OakBend OakBend is continuing to work with other county-wide agencies and is committed to developing a Community Health Improvement Plan.

Prioritized Significant Community Needs

Below is a list of the significant community health needs that were identified through the CHNA and will be addressed by OakBend in this Implementation Plan.

- ▶ Access to primary care physicians
- ▶ Access to medical specialists
- ▶ Treatment of and management of chronic diseases and conditions
- ▶ Health education
- ▶ Access to healthy food options
- ▶ Access to and use of preventative care treatments
- ▶ Access to services for the aging

Access to Primary Care Physicians and Medical Specialists

Description

The availability of health care resources is a critical component to the health of a county's residents and a measure of the soundness of the area's health care delivery system. An adequate number of health care facilities and providers are vital for sustaining a community's health status.

Goal/Impact

OakBend has established a Patient Advocate Team which touches each patient that comes through our emergency rooms. They connect with the patient during the emergency room treatment process in order to help them navigate the healthcare system of our community by scheduling follow-up appointments so that they receive the necessary care. The team also facilitates inpatient discharges and follows up with patients who are discharged from inpatient stays.

During business hours, the follow-up appointment process is completed before the patient leaves the emergency department. For after-hours care, the follow-up appointment is set up the following business day.

The Patient Advocate Team continues to assist in the care navigation process by following up with patients concerning their care subsequent to their follow-up visit.

Of particular importance within the context of care navigation is helping the elderly, uninsured, and poorly informed access the proper community resources available to them in order to assist in maintaining their health.

In that regard, we maintain a close collaborative relationship with a variety of community health care resources, including our local FQHC and mental health agency. OakBend now offers home visits to our patients who are homebound and unable to get the care they deserve. One of our clinical professionals will see the patient in the home to prevent unnecessary ER visits and hospital stays. We also offer telehealth visits for those who have transportation issues.

As the community expands, the need for additional primary care physicians and clinics grows. OakBend Medical is recruiting for more primary care physicians and locations close to the new / expanded population centers of the area.

Additionally, OakBend is focusing recruitment on specialties that are indicated as needed in our community. These specialties include orthopedics, obstetrics and gynecology, general and interventional cardiology, and neurology.

An increase in the number of physicians and specialists in the area will allow OakBend to open

additional clinics and have a larger footprint in the community, making it easier for residents to find exceptional health care close to home.

Chronic Diseases and Conditions

Description

According to the CDC and National Vital Statistics, the leading causes of death in Fort Bend and Wharton counties are Cancer, Heart Disease, and Stroke.

Diabetes is a prevalent problem that may indicate unhealthy lifestyles and puts individuals at risk for further health issues.

Goal/Impact

OakBend currently employs two health coaches tasked with reaching out to patients with chronic disease and helping them access proper continuing care. OakBend plans to employ additional health coaches to ensure that no patient is left behind when it comes to getting help for their health issues.

OakBend has multiple, new resources to help support the community health needs. There is a wellness and weight loss program, breast disease clinic, new opportunities for home and telehealth visits, and in-home sleep studies.

The wellness and weight loss program provides mind and body support via nutritional education, guidance from qualified physicians and staff, injections if required, and bariatrics if necessary. The program is not just about weight loss, but also healthy living and heart and diabetes management.

OakBend offers a breast disease clinic run by one of our physicians with over 30 years of experience. Our physician is here to see patients and their families on some of their most stressful days. Fortunately, patients are able to get same day appointments in order to discuss abnormal mammograms and a treatment plan moving forward. With our well-trained, compassionate physicians, our team is able to provide consultations, perform biopsies, and offer oncology services here at OakBend.

For patients with busy schedules, no transportation, or who do not qualify as homebound, our Medical Group offers telehealth visits, which patients can conveniently schedule online to get treated for a variety of medical conditions.

For patients with sleep apnea attributed to obesity, heart disease, and many other conditions, OakBend now offers sleep studies that are conducted in the home. The results of these studies are read by a qualified physician who will discuss the findings and any necessary treatment plans with patients.

OakBend has established an outreach team that is tasked with getting into the community to increase public awareness of the hospital and the services offered, including our focus on chronic diseases. By being in the public, we are able to introduce resources and testing that can assist patients in making good decisions about their health.

Our outreach team provides individualized assistance to patients and caregivers to help them overcome healthcare system barriers and allow them to focus on their recovery. Our Community Health Coordinators assist hospital patients, especially our at-risk population, by connecting them to the appropriate resources to schedule new or follow-up appointments, identifying a primary care provider or specialist, and connecting the patients with community resources such as a support group, transportation, reduced drug cost plans, and more. While DSRIP can provide navigation services to any patient, they specifically target patients with more acute diseases such as Acute Myocardial Infarction, Chronic Obstructive Pulmonary Disease, Congestive Heart Failure, Diabetes, End Stage Renal Disease, Hyperlipidemia, Hypertension, Obesity, and Pneumonia. We have established a relationship with community health care resources to assist with the uninsured and Medicaid patients to ensure they get the services needed.

Lack of Health Knowledge and Education

Description

People with more education are more likely to learn about healthy behaviors. Educated patients may be more able to understand their health needs, follow instructions, advocate for themselves and their families, and communicate effectively with health providers.

Poverty is a key driver of health status and is relevant because it creates barriers to access, including health services, healthy food choices, and other factors that contribute to poor health. The CHNA community poverty rate is slightly higher than Fort Bend County and significantly less than Wharton County, the state of Texas, and the United States.

Goal/Impact

OakBend hosts several health fairs each year to expose residents to the services offered and to the health issues that plague the community.

In an effort to help the community understand the importance of health care and to educate them on steps they can take to improve their health, OakBend has several programs in place. Throughout the year, we offer several promotions so the public can receive testing at reduced or no cost.

Our Calcium CT study, which is a specialized X-ray test that provides pictures of the heart, can help a doctor detect and measure the calcium-containing plaque in the arteries. Plaque inside the arteries of the heart can grow and restrict blood flow to the muscles of the heart. Plaque also may burst, triggering a blood clot that can cause a heart attack. Measuring calcified plaque

with a heart scan may allow the doctor to identify possible coronary artery disease before the patient has signs and symptoms.

Additionally, OakBend offers low-cost mammograms to aid in the early detection of breast cancer. According to the Centers for Disease Control and Prevention, regular mammograms are the best tests doctors have to find breast cancer early - sometimes up to three years before it can be felt. This action prevents undiagnosed cancer and in turn saves lives.

Each year, OakBend offers sports physicals and sudden cardiac death testing for junior and senior high athletes. However, unlike other hospitals, OakBend also includes a variety of testing such as height, weight, eye chart, blood pressure, scoliosis testing, stretching and muscle strength, foot examinations, and electrocardiogram and EKG to test for potential cardiac issues. All testing is performed, evaluated, and discussed with patients by medical practitioners, physician assistants, certified technicians, physical therapists, podiatrists, and physicians in specialties such as sports medicine, cardiology, and orthopedics.

Physicians and hospital staff are being trained to speak to communities and other organizations about health care and the effects it has on their lifestyles. For example, our physicians and staff regularly speak at our Health Exchange Advisory Board meetings once a quarter and frequently speak at local Rotary Clubs, Lions Clubs, and Exchange Clubs. They also get into the community and speak at Del Webb, our local senior community, as well as new and upcoming communities filled with our target demographics, such as Veranda, Harvest Green, Greatwood, Pecan Grove, and several others. Topics include, but are not limited to, heart health, healthy eating, joint pain, stroke education, physical therapy and ways to avoid injury, foot health, and what to do to take care of your feet.

Our development department holds small group meetings on a regular basis where our CEO and other executives - along with one or more of our doctors - speak to the community about the services offered at OakBend and future plans.

At OakBend, we believe that an educated community is a healthy community.

Healthy Food Options

Description

According to the Dietary Guidelines set out by the Department of Health and Human Services - Office of Disease Prevention and Health Promotion, the rates of non-communicable diseases — specifically, chronic diet-related diseases — have risen due to changes in lifestyle behaviors. A history of poor eating and physical activity patterns have a cumulative effect and have contributed to significant nutrition- and physical activity-related health challenges that now face the U.S. population. About half of all American adults have one or more preventable chronic diseases, many of which are related to poor quality eating patterns and physical inactivity. These include cardiovascular disease, high blood pressure, type 2 diabetes, some

cancers, and poor bone health. More than two-thirds of adults and nearly one-third of children and youth are overweight or obese. These high rates of overweight, obesity, and chronic disease have persisted for more than two decades and come not only with increased health risks, but also high costs.

Goal/Impact

OakBend's Food & Nutrition Department features Clinical Dietitians and Food Service Specialists. They provide medical nutrition therapy and food service to inpatients and outpatients in accordance with policy, physician orders, or as needed. During a resident's stay at the hospital, the dietitians may be called in to assess a patient's nutritional needs or to simply obtain a patient's preferences - our dietary department has just implemented a new initiative to obtain a patient's preferences within 24 hours of hospital admission. In addition, when needed, dietitians can provide a nutrition care plan which is individualized based on the patient's needs and underlying conditions.

As an outpatient, individuals are referred by their doctors. They are educated on healthy eating habits and the quantity and quality of food based on their individual needs, underlying conditions, or even some acute conditions which can be resolved with medical nutrition therapy - short term. The dietitians then follow up with these patients until the patient can manage their nutrition therapy independently.

Our registered dietitians counsel people on numerous topics, including: Cancer, Diabetes/Pre-Diabetes, Food Allergies, High Blood Pressure, High Cholesterol/Triglycerides, HIV/AIDS, Inflammatory Bowel Disease, Kidney Disease, Menu Planning, Polycystic Ovarian Syndrome, Sports Nutrition, Stroke Prevention, and Weight Control.

Access to Preventative Care

Description

Preventive care is critical to a being's overall health. This type of health care includes, but is not limited to, screenings, exams, tests, and immunizations that identify health problems early on so that action can be taken to prevent them from becoming chronic conditions.

Goal/Impact

OakBend is making preventative care a key part of patient education in both the hospital and in the Medical Group.

In an effort to prevent heart attacks, discounted testing and screenings such as the coronary calcium heart study, blood pressures, EKGs, and echocardiograms are performed either at low- or no-cost for seniors and middle and high school athletes.

The Medical Group offers wellness visits and standard immunizations for families, with

additional hours being added if necessary to ensure that students have their shots and check-ups before school begins.

Throughout the COVID-19 pandemic, OakBend offered treatment, testing, and vaccines to the residents of the community.

During the flu season, flu shots are offered to seniors, homebound patients, and area businesses at a reduced cost to assure that they are protected.

OakBend offers reduced cost mammograms during the month of October in hopes of early detection of any problems.

Our physicians encourage testing - such as mammograms and colonoscopies - when age-appropriate, as well as complete blood work-ups for their patients.

Services for the Aging

Description

The National Center for Biotechnology Information defines aging as a natural process, which presents a unique challenge for all sections of the society. Although the exact definition of the elderly age group is controversial, it is defined as persons with a chronological age of 65 years and above. With gradual improvement in healthcare delivery services, life expectancy has increased, which has led to an increase in the percentage of the elderly population. It has been estimated that the number of people aged 60 and over will increase to 1.2 billion in 2025 and subsequently to 2 billion in 2050.

An aging population tends to have a higher prevalence of chronic diseases, physical disabilities, mental illnesses, and other comorbidities.

Goal/Impact

OakBend has implemented several programs dedicated to the elderly. Each - in their own special treatment of patients - encourages their staff to work with the patients to provide the best possible outcome, along with a decreased length of hospital stay, for these individuals.

Acute Care for the Elderly (ACE) Unit

The formation of the Acute Care for the Elderly (ACE) unit was specially designed with the elderly in mind. The unit takes a multidisciplinary approach - involving a Geriatrician, Dietitian, Physical Therapists, Pharmacist, Case Manager, and NICHE-trained Nurse Manager - to provide a specialized care environment for the elderly that will promote a home-like feel, encourage family involvement, and decrease length of stay. Studies have shown that patients treated at ACE units experience less functional decline and complications during hospitalizations and are more likely to be discharged to their own homes instead of nursing homes.

The staff on this unit will encourage early ambulation to assist in shorter hospital stays. Early ambulation helps improve blood flow and speeds wound healing in patients. Patients staying in bed for long periods of time without walking can lead to weakness, a decreased ability to fight infections, and a higher risk for stroke-causing blood clots and lung problems such as pneumonia. In 2010, The National Center for Biotechnology Information published a research article which concluded that senior patients who were hospitalized with acute illnesses were discharged earlier if they increased their walking by at least 600 steps from the first to second 24-hour day.

Patients will be brought together for communal meals with other patients as well as any visiting family members with the goal of increasing mental stimulation and physical mobility. Patients will experience multiple physical therapy sessions during the day, including a group session in the common area. This area, which includes a nurses' station, couches, televisions, music, and a fish tank, was designed to encourage family members to sit and visit with patients and to watch some of the progress they are making.

The ACE unit has specially designed flooring to help the elderly recognize changes in the hallways, such as doorways and columns, special lighting, and handrails throughout the unit.

This unit will also include activities for patients to participate in, such as karaoke, arts and crafts, bingo, and a variety of others which will help to assist the patients in not only having fun, but also strengthening certain skills.

Skilled Nursing Facility (SNF)

OakBend offers the only hospital-based Skilled Nursing Facility in Fort Bend County. Skilled Nursing Facilities are licensed healthcare facilities that are inspected and regulated by the state's Department of Health Services. SNF offers a place for those who need short-term rehabilitation or skilled nursing care following a hospital stay or long-term nursing supervision because of medical conditions or disabilities. Patients who still need IV antibiotics after hospitalization and patients who need more time to regain strength are good candidates for our Skilled Nursing Facility. The unit is equipped to care for individuals needing 24-hour nursing care, post-operative recuperation, or complex medical care demands, as well as chronically ill individuals who can no longer live independently. All patients are under the skilled care of physicians who visit regularly and are responsible for each patient's overall plan of care.

The goal of our Skilled Nursing Facility is to help patients feel at home. Skilled nursing care is unique; our goal is to restore each patient as quickly as possible to their highest level of functioning and independence. Patients can get out of their rooms and take meals in a communal dining room or enjoy time outside enjoying the weather on our patio, where pets are allowed to visit their owners who are under our care.

As the only hospital-based Skilled Nursing Facility in Fort Bend County, the Skilled Nursing Facility at OakBend is able to provide patients with specialized care services in an environment where their doctors are only a short distance away. Procedures and tests do not require a separate trip to an imaging center or a clinic, as everything patients may need is onsite at our Jackson Street Campus. Physical therapy is a large part of the rehabilitation services we offer, and physical therapy staff visit daily to assist patients in walking, getting in and out of bed, and completing prescribed physical therapy treatments in the Skilled Nursing Facility area. Our physical therapists work with nurses and doctors to develop and implement a comprehensive care plan for each patient, and ensure that patients are recovering as quickly as possible to reach their best potential. Physical therapy may take place in an individual or group setting depending on patient needs and their personal care plans.

The patients in Skilled Nursing may require occupational therapy, speech therapy, IV antibiotics, or a combination of therapies. The average stay is 16-20 days and patients are closely monitored. The Medical Director for SNF, Dr. Gildardo Ceballos, rounds weekly checking on all patients in the unit; ensuring that the patients are receiving the proper medication and an all-encompassing care plan that provides quality results.

The staff in this unit have four traits to which they must adhere when dealing with patients: remain calm and soothing, listen to the patients and their family's concerns, identify the needs of patients, and always smile. The patients are rounded on every 20 minutes and during that time, the personal goals of the patient are discussed, and the family is kept up to date at all times. They are given the patient's medical condition and all pertinent information.

The personal connection and variety of activities, including pet therapy that allows the family to bring personal pets to visit with the patients in an outdoor setting, encourage patients to think about something other than being ill.

Senior Behavioral Health Unit

The Senior Behavioral Health Unit was designed especially for older adults experiencing mental, emotional, or behavioral problems with 24-hour care available by the Psychiatrists and Geriatricians on staff. Its goal is to meet each individual's special needs while also providing essential resources and support for the families that love them. Together, it creates an environment that maximizes independence, maintains dignity, and enhances the quality of life for every patient in our community. At OakBend, we believe that a patient's recovery is enhanced when his or her loved ones take part in the process. We place great value upon family involvement in the treatment process by urging family members to participate as much as possible in our program.

This unit admits patients with behavioral issues that are related to dementia or mental health illnesses that may pose a potential threat of harm to themselves or others. The staff rounds on their patients every 15 minutes, and the unit maintains a 6 to 1 nursing ratio to monitor and assist patients. It offers group therapy, family sessions, individual therapy with licensed

counselors of social work, and speech therapy with licensed speech therapists. This unit prepares weekly treatment plans for all disciplines and utilizes the patient's background to help improve their quality of life.

With an average length of stay of 10-14 days, the Senior Behavioral Health Unit collaborates with both patients and their families to work out the best discharge plan possible in a timely manner. With daily activities designed and monitored by licensed recreational therapists, the goal is to get the patient the best personal outcome and return them to their normal daily activities outside the hospital.

OakBend works with several local organizations to help take care of the needs of the elderly through initiatives such as providing meals to senior communities and hosting senior health fairs with services offered at no-cost.

Community Health Needs Not Addressed

Each one of the health needs listed below is important to the OakBend community and are addressed by other programs and initiatives operated by other community partners. OakBend will not address the following health needs identified in the Community Health Needs Assessment as part of this Implementation Plan due to limited resources and the need to allocate funds to the other health needs identified in the assessment.

- Access to drug and alcohol treatment services
- Access to mental health services - adults and children
- Shortage of healthcare workers