

Shannon Medical Center

Community Health Implementation Strategy

Fiscal Years 2026 - 2028



Introduction

Shannon Medical Center (Shannon) is proud to be the largest, locally-based health care provider for the Concho Valley and surrounding region in West Texas. For more than 90 years, the Shannon mission has focused on providing exceptional healthcare for its family, friends and neighbors.

Shannon serves a 24-county region and provides access to more than 400 providers in 40 medical specialties across 30 locations. Shannon's services include:

- Nationally-recognized cardiac and stroke programs
- AirMed1 rotor and fixed wing air ambulance service
- Level III Trauma Facility which has been named top Trauma Facility in the state
- Dedicated Women's & Children's Hospital

As the largest private employer in San Angelo, Shannon employs over 4,800 local residents. We are proud to partner with many community organizations to help support outreach within our reach and help advance education for future healthcare professions.

Shannon strives to create an environment committed to the values of accountability, professionalism, respect, integrity and compassion.

Shannon continues to collaborate and build community and organizational capacity. By effectively utilizing resources and working together, Shannon plans to implement strategies to improve the community it serves.

Identifying Health Needs

A community health needs assessment was conducted from January 2025 to August 2025. Community input was provided through six key stakeholder interviews and a community survey with 56 responses, including representatives from:

- ✓ Business & Financial Operations
- ✓ Education & Instruction
- ✓ Government
- ✓ Healthcare
- ✓ Management Occupations
- ✓ Office & Administrative Support

Population demographics and socioeconomic characteristics of the community were gathered and reported utilizing various third parties. The health status of the community was then reviewed. Information on the leading causes of death and morbidity information was analyzed in conjunction with health outcomes and factors reported for the community by CountyHealthRankings.org and other third parties.

This data was analyzed and reviewed to identify health issues of vulnerable populations and the community as a whole. As a result of the analysis described above, the following health needs were identified for the community:

- Adult Obesity
- Adult Smoking
- Aging Population/Elder Care
- Alcohol-Impaired Driving Deaths
- Cancer
- Healthy Behaviors/Lifestyle
- Heart Health
- High Cost of Health Care
- Injury Deaths
- Lack of Health Knowledge/Education
- Lack of Mental Health Providers
- Lack of Transportation Options
- Language/Cultural Mindset
- Physical Inactivity
- Preventable Hospital Stays
- Sexually Transmitted Infections
- Shortage of Primary Care Physicians
- Stroke
- Substance Abuse
- Teen Birth Rate

The identified health needs were reviewed by Shannon's Leadership Team, the community health needs assessment committee, and Forvis Mazars. To facilitate prioritization of identified health needs, a ranking process was used. Each factor received a score between 0 and 5, with a total maximum score of 20. Then priority areas were determined based on their assessment of the qualitative and quantitative data. Identified needs were prioritized based on the following criteria:

- 1) How many people are affected by the issue or size of the issue?
- 2) What are the consequences of not addressing this problem?
- 3) Prevalence of common themes.
- 4) Organizational capacity and existing infrastructure to address the health need.

Based on the criteria outlined above, the health needs that scored 15 or more (out of a possible 20) were identified as a priority area. Shannon has identified the following priority areas based on the above criteria:

- 1) Improve Access to Care
- 2) Aging Population/Elder Care
- 3) Healthy Living and Adult Obesity

Although the needs that scored below 15 in the ranking process are still important to improving the health of the community, Shannon will not be focusing on some of these in the Implementation Strategy due to lower prioritization score assigned to the need. As a result of the identified priority areas, the following goals and strategies are planned to be implemented in the community over the next three years.

PRIORITY 1: Improve Access to Care

Goal: Increase access to affordable, timely, and appropriate healthcare

Objective 1: Expand access to primary and specialty care.

- Strategies:
- A. Partner with Shannon Clinic to recruit additional primary care providers (PCPs), specialty care providers, and advanced practice professionals.
 - B. Continue to provide and enhance Transitional Care Teams, Community Health Workers, and Care Managers at Shannon to manage high-risk patients, address social and health care issues, and support patients in managing their health.
 - C. Utilize service line patient navigators to coordinate access to care, post-operative care planning, patient education, and ensuring the continuum of care throughout the health system.
 - D. Provide telemedicine options through Shannon On Demand and specialty virtual visits.

Objective 2: Provide financial assistance to qualifying patients who are uninsured or underinsured and unable to pay some or all of their medical expenses.

- Strategies:
- A. Continue to provide the Shannon Charity Care Program to eligible patients who have been identified as uninsured or underinsured.
 - B. Provide transportation vouchers, outpatient prescription assistance, and other outpatient medical supplies and services to uninsured and underinsured patients.

- C. Continue to partner with Tom Green County Indigent Health Care to provide health care services for the indigent population.

Objective 3: Prepare resident physicians, clinical staff and regional partners to address access barriers through culturally competent, community-informed care.

- Strategies:
- A. Provide Shannon’s Family Medicine and Internal Medicine Residency Programs to equip new physicians with comprehensive medical training and offer the community increased access to primary care services.
 - B. Provide continuing education opportunities for health and social service providers in the community.
 - C. Provide regional support and resources to surrounding providers in the Shannon service area.

PRIORITY 2: Aging Population/Elder Care

Goal: Support the health, independence, and quality of life of older adults in the community.

Objective 1: Enhance care coordination for older adults.

- Strategies:
- A. Utilize standardized geriatric screening tools to proactively identify physical, cognitive, and social needs among older adult patients, and use the results to guide personalized care planning and appropriate referrals.
 - B. Partner with community-based aging services to ensure seamless transitions and wraparound support outside of the hospital.
 - C. Continue to provide advanced care planning services during inpatient and outpatient visits.

Objective 2: Increase social and wellness engagement for older adults.

- Strategies:
- A. Provide financial and in-kind donations to community-based organizations that provide supportive services for older adults.
 - B. Host events or partner with organizations to offer wellness engagement opportunities for the aging population.
 - C. Participate in public health events to provide health education and share information about available health services.

PRIORITY 3: Healthy Living and Adult Obesity

Goal: Promote healthy lifestyles and reduce the prevalence of obesity-related chronic diseases.

Objective 1: Increase chronic disease prevention.

- Strategies:
- A. Promote access to preventive services and provide navigation support to help patients schedule screenings and follow-up care.
 - B. Collaborate with community partners to promote preventive health and host education sessions and support groups centered on chronic disease prevention.
 - C. Provide chronic disease self-management programs for individuals living with or at risk of chronic conditions.

Objective 2: Promote physical activity and nutrition.

- Strategies:
- A. Sponsor fitness events to promote the importance of physical activity.
 - B. Partner with organizations to provide community activities and events that encourage physical activity for children and families.
 - C. Provide education through media, brochures, campaigns, and educational seminars on adult obesity, including how to manage and prevent it.

Needs Not Addressed

Some issues identified through the Community Health Needs Assessment have not been addressed in this plan. During initial discussions and subsequent prioritization, Shannon considered the levels to which some needs were already being addressed in the service area. Additionally, some community needs fall out of the scope of expertise and resources of Shannon. Furthermore, Shannon will continue to explore potential partnerships and internal strategies to find a way to provide these essential health services to our patients and community.

Next Steps

This Implementation Plan will be executed over the next three years, from Fiscal Year (FY) 2026 through the end of FY 2028. Shannon will work with community partners and health experts on the following for each of the approaches to addressing the identified health needs:

- Develop work plans to support effective implementation
- Create mechanisms to monitor and measure outcomes
- Provide ongoing status and results of these efforts to improve community health

Shannon Medical Center is committed to conducting another health needs assessment within three years.

Adoption/Approval

Shannon Medical Center’s Board of Directors approves the Implementation Strategy that has been developed to address the priorities of the Community Health Needs Assessment conducted in FY 2025.

Shannon will utilize this Implementation Strategy as a roadmap to collaborate with their community to address the priorities, particularly for the most vulnerable.

Len Mertz
Chairman, Shannon Medical Center Board of Directors

Date

Shane Plymell
Chief Executive Officer, Shannon Medical Center

Date

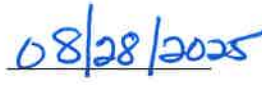
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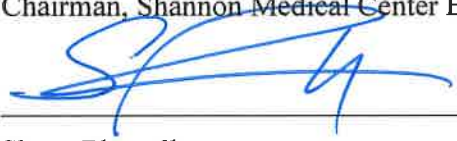
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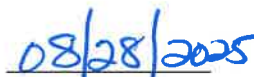
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