

Mission Statement

Founded on a legacy of caring, Shannon is a locally owned healthcare system dedicated to providing exceptional healthcare for our family, friends and neighbors.

I. The Community

Shannon, a non-profit health system established in the 1930's, provides the communities of West Central Texas with a variety of medical services. Dedicated to the region's health and well-being, Shannon offers diverse clinical services, including a nationally-recognized cardiac care program, nationally-recognized ICU, the region's lead Level III Trauma Facility and AirMed 1 air ambulance serving a 200-mile radius of San Angelo, a dedicated Women's & Children's Hospital which is home to the Children's Miracle Network, and the most extensive Senior Health services in the Concho Valley. Shannon continues to collaborate and build relationships with a broad range of agencies, organizations and institutions to build community and organizational capacity. By effectively utilizing resources and working together, Shannon plans to implement strategies to improve the community it serves.

Shannon Medical Center is located in San Angelo, Texas. The city of San Angelo serves as the county seat and population center of Tom Green County, with an estimated population in 2016 of 118,386. Tom Green County's population in 2015 is reported at 118,105. The estimated population for Shannon's service area as of 2016, including Tom Green County, is 359,637 (U.S. Census Bureau, State & County Quickfacts). The counties included in the Shannon service area are Brown, Coke, Concho, Coleman, Crockett, Howard, Irion, Kimble, Mason, McCulloch, Menard, Mills, Mitchell, Nolan, Pecos, Reagan, Runnels, San Saba, Schleicher, Sterling, Sutton, Terrell, Tom Green, Upton, and Val Verde.

A breakdown of Tom Green County demographics is as follows. (*Source: U.S. Census Bureau, State & County Quickfacts, The County Information Project, Texas Association of Counties.*)

A. Tom Green County Age Distribution

1. Under 18 years old – 23.6% (27,872)
2. 18-64 years old – 61.8% (72,988)
3. 65 years and older – 14.6% (17,243)

B. Tom Green County Ethnic Distribution (More than one category may be self-reported)

1. Caucasian – 54.3% (64,131)
2. Hispanic – 38.8% (45,824)
3. Black – 4.6% (5,432)
4. Other – 2.3% (2,716)

C. Tom Green County (Household)

1. Median Household Income – \$46,711 (Texas: \$53,207)
2. Persons living in poverty level – 15.6 % (Texas: 15.9%)

D. Tom Green County Health Index

1. Tom Green County uninsured – 17.8% (Texas: 19.1%, United States: 10.5%) (*Source: U.S. Census Bureau, Quickfacts, 2015*)

II. Operating Expenses

A. In accordance with generally accepted accounting principles

1. **\$218,649,451**

B. Cost to charge calculation based on FY 2015

1. Gross patient service revenue - **\$971,979,730**
2. Total patient care operating expenses - **\$218,649,451**
3. Ratio – **22.50%**

III. Charity Care - **\$75,331,969**

In a county with no hospital taxing authority, a hospital whose mission reflects commitment to treating patients without regard to ability to pay is a highly desirable and pivotal point of community health care. For more than 80 years, Shannon has embraced such a mission and follows through on the wishes of our benefactor, Margaret Shannon, in providing care for the people of West Texas. Our FY2016 charity care figure of more than \$75,331,969 would be a burden to the taxpayers of Tom Green County, and many other counties whose citizens directly benefit from her generosity.

IV. Community Health Improvement Services - **\$444,614**

A. Community Health Education - **\$145,380**

1. Shannon provides a host of community education events related to topics such as cancer prevention and screenings, diabetes education, fitness and nutrition, and cardiovascular health. Through events like Health Beat Live and various community events, health professionals relay current health information to the public. Shannon provides health and wellness presentations to numerous non-profits, businesses and organizations, including the local school districts and Angelo State University. Representatives from different departments provide support and participate in local health fairs and health-related community events. In addition to public outreach events, Shannon publishes the Health Beat magazine which is delivered to 30,000 households and produces Health Beat television spots that air during the 6 and 10 p.m. news hours on two local stations. They also host a free Words of Wellness health blog with information and advice about healthy habits such as fitness routines, nutrition, and recipes. Shannon contributed \$112,115 for these programs.
2. Shannon is a proud sponsor and contributor to the local Go Red Luncheon. Go Red is a national initiative aimed at uniting women and men, and their friends and family in the fight against heart disease. The luncheon is designed to help educate and bring awareness to the community about how heart disease affects women and men differently, and how to take steps to address their risk for a heart attack. Shannon understands that continued education and awareness is crucial for women and men to fight this deadly disease. In addition, Shannon offers various free screening services, such as blood pressure checks, at this event. This event is provided at a cost of \$22,799 to Shannon.
3. Shannon supports health and fitness activities, as well. To address the growing concern over childhood obesity, the Kids' Marathon event provides an opportunity for students, ranging from Kindergarten through sixth grade, to participate in a program that encourages healthy habit formation early in life. A full marathon is considered 26.2 miles. Students accumulate miles and run the last 0.2 lap during a celebratory event at the San Angelo Stadium. The event hosts local summer programs and camps that encourage children to remain active through the summer months. In addition, Shannon has partnered with CATCH Texas to provide training to the physical education teachers at the local school district to implement healthy physical activity education and lessons. These events are provided at a cost of \$5,233 to Shannon.
4. Shannon is one of the collaborating organizations of the Tom Green County Partnership for Better Health. The partnership began in January 2012 as a result of an initiative by the Department of State Health Services to reduce potentially preventable hospitalizations. The coalition implements evidence-based strategies to prevent hospitalizations for the following three conditions: Congestive Heart Failure (CHF), Chronic Obstructive Pulmonary Disease (COPD) and Diabetes Complications. Some of the initiatives include influenza immunizations, patient education, healthcare provider education and public awareness campaigns at a cost of \$2,212.

B. Community-Based Clinical Services - **\$306**

Shannon is the only provider that operates the Sexual Assault Nurse Examiner program (SANE) in the Shannon service area. SANE trained nurses work with the Children's Advocacy Center, the Concho

Valley Rape Crisis Center and other community-based organizations to provide training and services related to sexual assault crises.

C. Health Care Support Services - **\$298,928**

1. The Shannon Care Coordination program is designed to assist in the healthcare of chronically ill patients with multiple diseases processes. Patients with multiple chronic illnesses account for the majority of healthcare spending in our society with a mere 5% accounting for nearly 50% of the spending. The purpose of this program is to offer patient navigation services to the sickest patients by providing the following services: medication reconciliation, addressing social issues, and helping the patient manage chronic illnesses in their home setting. This program provides an intensive and comprehensive team approach to managing high-risk patients by utilizing health coaches that report to an interdisciplinary team at Shannon. Shannon provided \$289,388 for the operation of this program.
2. Shannon provides staff dedicated to assisting with health exchange enrollment and public assistance for anyone in the community. Shannon served 163 people in this capacity at a cost to Shannon of \$5,269.
3. Additionally, Shannon provides support services, such as \$4,271 in transportation vouchers.

V. Health Professions Education – **\$647,618**

- A. Shannon's Trauma Service Department coordinates the annual Gus Eckhardt Trauma Symposium. This is a full day of trauma-related education for all health care practitioners in the region. Approximately 175 physicians, nurses, EMTs, students, and allied health professionals attended the 2016 symposium. The cost to host the symposium is \$8,769.
- B. Education for medical professionals and students
 1. A total of 277 Angelo State University nursing students and 223 Howard College nursing students shadow Shannon staff for a cost benefit of \$476,493 to the students and the universities. (This is calculated using the following method: number of hours x average hourly rate x 50% effort.)
 2. A total of 139 Physical Therapy, Speech Therapy, Occupational Therapy, Social Work and Psychology interns from Howard College, Angelo State University, Ranger College, Texas Women's University, and Eastern New Mexico University were supervised at a Shannon clinical site. The total cost is \$162,356. (This is calculated using the following method: number of hours x average hourly rate x 50% effort.)

VI. Subsidized Health Services - **\$13,053,783 + \$12,726 = \$13,066,509**

- A. Shannon provided emergency and trauma services to Coleman, Culberson, Menard, Pecos, Reagan, Runnels, Schleicher, and Winkler counties in the amount of \$4,632,383.
- B. Shannon also assisted Concho, Crockett and McCulloch counties by providing outpatient clinic and indigent health services in the amount of \$7,352,878. By providing specialty care for unmet needs, Shannon reduces the burden to local and governmental entities.
- C. Lastly, Shannon contributed \$1,068,522 to provide community based mental health services in the Concho Valley Community.
- D. The Pharmaceutical Assistance Program provides a community benefit of 10,300 prescriptions at a cost to Shannon of \$12,726.

VII. Research - **\$130,560**

Shannon participates in research efforts through active cancer and trauma registries. Both registries have designated staff to facilitate data collection, which aids in the evaluation of patients who meet specific criteria.

VIII. Financial and In-kind Donations - **\$19,636**

- A. Shannon donated funds to social services and community-based efforts, such as providing meeting space for community organizations and hosting United Blood Services blood drives.
- B. Regional efforts are provided to Regional Health Partnership 13 for the 1115 Waiver programs including, technical assistance, guidance, educational event planning, survey administration and support. This support is provided at a cost of \$5,073.

IX. Community Building Activities - **\$98,030**

- A. Shannon contributes planning and financial assistance to community building efforts. This past year, \$82,880 was donated to other community organizations including Healthy Families, San Angelo Independent School District, American Cancer Society – Relay for Life, the All Veterans’ Council, Baptist Retirement Community, YMCA Kids’ Triathlon, Angelo State University Foundation, City of San Angelo, the Chamber of Commerce’s Goodfellow Airforce Base Military Appreciation Day, and others.
- B. Shannon supports The Lighthouse for the Blind by donating used linen to the organization. Based on thrift value, the cost of the linen donated is \$1,440.

X. Community Benefit Operations - **\$14,303**

- A. Shannon’s Health and Wellness department assists with tracking and monitoring community benefit activities for the hospital. An ongoing Lean project is in place to improve tracking. A monthly reporting tool has been implemented for all departments to submit their community benefit activities. The Health and Wellness staff provided more than 60 hours towards this effort.
- B. Shannon implemented a Community Health Needs Assessment that was adopted by the Board of Directors in FY2016. \$11,412 went towards surveying, interviewing and compiling data to define the needs of Tom Green County. Shannon has worked with the Leadership Team to develop strategies going forward to address the needs of the community.

Summary: Economic Impact of Shannon donated goods, services, and volunteerism 2015-2016

Charity Care	\$75,331,969
Community Health Improvement	\$444,614
Health Professions Education	\$647,618
Subsidized Health Services	\$13,053,783
Research	\$130,560
Financial & In-Kind Contributions	\$19,636
Community Building Activities	\$98,030
Community Benefit Operations	\$14,303
TOTAL	\$89,740,513

XI. Leadership Activities

- A. As the issues of providing healthcare for the uninsured and the underinsured in Tom Green County as well as our surrounding counties have continued to become more apparent, Shannon leadership has been working internally and externally to improve access for all patients while balancing quality and costs.
- B. Shannon has played a major role in the region through the 1115 Medicaid Waiver program. By focusing on maximizing resources and advancing collaboration to improve the health of the people it serves, Shannon strikes a balance among the needs, interests, and resources available through health care providers, payers, public health departments, and community based organizations. Collaboration among Regional Health Partnership 13 has provided a model for local-level agencies to break down their own silos. This helps overcome barriers that partners face at the local level and encourages new delivery systems by setting an example for collaboration across agencies.

XII. Community Health Needs Assessment

The 2016 Community Health Needs Assessment gathered overall health information of the community. Analysis of the community needs assessment data provided a means to evaluate and prioritize areas of greatest need. To facilitate prioritization of identified health needs, a ranking and prioritization process was used. Health needs were ranked based on the following five factors:

- How many people are affected by the issue or size of the issue?
- What are the consequences of not addressing this problem?
- The impact of the problem on vulnerable populations.
- How important the problem is to the community?
- Prevalence of common themes.

Each factor received a rating score between 0 and 5. Ratings were based on the percentage of the community who are impacted by the identified need. The following scale was utilized: >25% of the community= 5; >15% and <25%=4; >10% and <15%=3; >5% and <10%=2 and <5%=1.

The graphical representation included on the following page is intended to aid in identifying health priorities for the organization. By focusing primarily on health needs with higher total scores, overall community health will likely improve as these needs have the greatest impact on overall health and the Hospital is more likely to influence a positive impact on these needs.

Prioritization of Health Needs

	How Many People Are Affected by the Issue?	What Are the Consequences of Not Addressing This Problem?	What is the Impact on Vulnerable Populations?	How Important is it to the Community?	How Many Sources Identified the Need?	Total Score *
Lack of Health Knowledge/Education	5	4	5	5	3	22
Healthy Behaviors/Lifestyle Changes	4	4	5	5	3	21
Adult Obesity	5	5	3	5	2	20
Poverty/Financial Resources/Children in Poverty	4	4	4	4	3	19
Diabetes	4	5	2	4	4	19
High Cost of Health Care	3	3	5	4	3	18
Uninsured	4	3	4	4	3	18
Physical Inactivity	5	5	2	3	3	18
Lack of Primary Care Physicians	4	4	3	4	2	17
Limited Access to Healthy Foods/Nutrition	3	3	4	4	3	17
High Blood Pressure	5	5	4	2	1	17
Language/Cultural Mindset	3	2	5	4	2	16
Lack of Mental Health Providers	3	3	4	4	2	16
Transportation	3	3	5	3	1	15
Heart Health	2	5	2	4	1	14
Older Adult Asthma	3	4	4	2	1	14
Lack of Agency Collaboration	3	2	4	3	1	13
Lack of Convenient Ambulatory Care	2	2	4	4	1	13
Lack of Dental Providers	3	3	3	2	2	13
Children in Single-Parent Households	3	3	2	1	1	10
Lung Disease	2	5	2	0	1	10
Alcohol Impaired Driving Deaths/Excessive Drinking/Adult Binge Drinking	2	3	1	0	2	8
Preventable Hospital Stays	2	2	2	0	1	7
Routine Pap Test	1	2	2	0	1	6
Sexually Transmitted Infections	1	2	1	0	1	5
Teen Birth Rate	1	2	1	0	1	5
Violent Crime Rate	1	2	1	0	1	5

*Highest potential score = 25

As a result from the analysis, priorities were determined by taking into account the overall ranking, the degree to which Shannon can influence long-term change and the identified health needs impact on overall health. The following priorities were identified:

- Healthy Living
- Prevention and Disease Management
- Education

Shannon Medical Center Priorities	Corresponding Identified Health Need
Healthy Living	<ul style="list-style-type: none"> • Adult obesity • Uninsured • Physical inactivity • Limited access to health foods/nutrition
Prevention and Disease Management	<ul style="list-style-type: none"> • Diabetes • Lack of primary care physicians • High blood pressure
Education	<ul style="list-style-type: none"> • Lack of health knowledge/education • Healthy behaviors/lifestyle changes • Language/cultural mindset

Community Benefits Plan: Goals and Objectives for 2016 - 2017

Goal	Objective	Action	Time Frame	Evaluation
A. Encourage employee-based wellness programs to business and industry in the community	Partner with businesses to offer wellness resources, services and education	Collaborate with employers to support employee wellness programming and health education	Ongoing	Track employers groups and participants involved in the provided programs
B. Provide opportunities to promote healthy living in the community	Partner with organizations to provide events that encourage community members to engage in healthy behaviors and physical activities	Coordinate community events such as health fairs, challenges and activities that promote a healthy lifestyle	Ongoing	Track participation at community based events
C. Provide medical care to the uninsured/underinsured and vulnerable population	To fulfill the wishes of Margaret Shannon's will and provide opportunity for community members in need to gain quality medical care	Offer charity care to those who are unable to make financial arrangements for their medical expenses	Ongoing	Track charity care and subsidized health care
D. Increase awareness and provide education to the community about various health topics	Provide education, tools and resources to educate the community on risk factors, prevention measures, disease symptoms, and/or treatment options	Offer education in the form of news segments, newspaper publications, online libraries, and live seminars	Ongoing	Track participation, viewings and event surveys
E. Provide educational opportunities for clinical providers and students to assure up-to-date knowledge and healthcare for the community	Coordinate with local schools and colleges to offer regional support and continuing education programs and rotations	Provide clinical rotation slots for ASU and Howard College students to complete clinical hours in their discipline and continuing educational programs for healthcare providers	Ongoing	Track number of students that complete program and participation in continuing educational programs for providers
F. Enhance prevention and disease management	Collaborate with Shannon programs to manage high-risk patients	Offer programs to assist chronically ill patients and offer patient navigation services	Ongoing	Track number of patients enrolled in the program
G. Participate in public health events to support healthy lifestyles	Provide wellness information and resources at local events to encourage healthy living	Participate in health-related events to provide preventative screenings and resources to the community	Ongoing.	Track participation and number of health-related events