

**OWENSBORO HEALTH TWIN LAKES MEDICAL CENTER**  
**COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY**  
**TAX YEAR 2024**

**INTRODUCTION:**

The Owensboro Health Twin Lakes Medical Center (OHTLMC) Community Health Needs Assessment (CHNA) was conducted in collaboration with Blueprint Kentucky, formerly known as Community and Economic Development Initiative of Kentucky (CEDIK). The OHTLMC Board of Directors approved this CHNA on May 22, 2025 and the Owensboro Health Board of Directors approved this CHNA on May 29, 2025. In addition to the CHNA, and in accordance with requirements of Sec. 501(r) of the Patient Protection and Affordable Care Act, all nonprofit hospitals must also adopt an implementation strategy which describes how the hospital plans to address the identified health need(s) contained within the CHNA. According to the final guidelines issued by the IRS, hospital facilities have an additional four and a half months to adopt the implementation strategy, specifically requiring an authorized body of the hospital facility to adopt an implementation strategy to meet the focused health needs identified through a CHNA on or before the 15th day of the fifth month after the end of the taxable year in which the hospital facility finishes conducting the CHNA.

**BACKGROUND:**

For purposes of the CHNA and this document, OHTLMC defined community as Grayson County, Kentucky. However, it must be noted that Owensboro Health assists communities and engages in collaborative partnerships throughout its 18-county service area to address the community priority health needs and social determinants defined by local health needs assessments in their specific counties.

Owensboro Health Twin Lakes Medical Center conducted its CHNA in tax year 2024 which was approved in May 2025 and in partnership, as described above. The process by which the CHNA was conducted is thoroughly described in the CHNA and the Executive Summary posted on the Owensboro Health website at

[https://www.owensborohealth.org/sites/default/files/documents/final\\_ohtlmc\\_chna\\_2024.pdf](https://www.owensborohealth.org/sites/default/files/documents/final_ohtlmc_chna_2024.pdf).

Annual updates regarding the strategy are included in the hospital's tax returns on Form 990, Schedule H. The additional requirement added to the CHNA is the inclusion of an impact statement, that is, a description of progress made in meeting priority health needs as named in the previous CHNA. Utilizing the findings of the impact statement/ update since the last CHNA,

the most recent CHNA, the hospital's current strategic priorities, and efforts and activities in progress, we offer the implementation strategy as a component of Owensboro Health Twin Lakes Medical Center's efforts to address priority community health needs and social determinants of health.

#### **AREAS OF NEED IDENTIFIED BY COMMUNITY:**

The Owensboro Health Twin Lakes Medical Center's Community Health Needs Assessment (CHNA) was conducted by the Blueprint Kentucky (formerly Community and Economic Development Initiative of Kentucky (CEDIK)). The assessment was first approved by the Owensboro Health Twin Lakes Board of Directors on May 22, 2025 and then approved by the Owensboro Health's Board of Directors May, 29 2025. The methodologies used by Blueprint Kentucky are fully described in the Owensboro Health Twin Lakes Medical Center tax year 2024 Community Health Needs Assessment (CHNA) found at

[https://www.owensborohealth.org/sites/default/files/documents/final\\_ohtlmc\\_chna\\_2024.pdf](https://www.owensborohealth.org/sites/default/files/documents/final_ohtlmc_chna_2024.pdf).

Based on over 600 survey results, six focus groups and key informant interview results, in addition to a review and analysis of secondary data, four priority areas were identified. Existing local, state and national priorities were considered. The following priorities were identified as areas of need to address in the next three years:

- Mental Health
- Addiction (substance or behavior, legal or illegal)
- Nutrition
- Physical inactivity

Based on findings from the CHNA, population data, readmission findings, strengths of community resources, and realization of tools that could be used to directly impact health, wellbeing and healing both in the hospital and community settings, the following focus area teams had previously been formed: Older Adults and Aging, Tobacco and Related Diseases, and Arts in Healing. Additional teams, Obesity and Related Diseases and Substance Use, have been created. Many of the successes addressing priority health issues impact can be attributed to this team-based approach.

Owensboro Health Twin Lakes Medical Center team members continue to serve on, and in some cases, co-facilitate local community health coalition subcommittees. By serving on strategic internal and external teams working to impact identified community health areas, Owensboro Health Twin Lakes Medical Center can better identify, implement, refine and track its population health efforts to truly impact the lives of not only the members of the community in which it resides but also the multiple counties and region it serves.

- **Tax year 2024-2027 Implementation Plan Strategies:**
  - **General strategy**
    - Create a marketing plan to address all four priority health needs through social media.
    - Reserve time in annual hospital Town Hall meeting to share hospital's implementation strategy
  - **Mental Health**
    - Continue leveraging the CredibleMind platform in partnership with Grayson County Schools
    - Implement a social media campaign highlighting the importance of healthy sleep habits.
    - Add CredibleMind resource information on after visit summary (AVS).
    - OHTLMC will assess, identify, and implement evidence-based mental health education for team members.
    - OHTLMC will continue to host a community mental health and addiction resource fair.
    - Increase team member utilization of on-site Employee Assistance Program (EAP) services and wellness assessments.
    - Develop and implement a community walking initiative focusing on relationship building and socialization.
    - Increase usage of CredibleMind in all population age ranges for those ages 13+.
  - **Addiction (legal and illegal, substance and behavior)**
    - OHTLMC will continue to host a community mental health and addiction resource fair.
    - OHTLMC will ensure all patients who are prescribed a controlled substance receive information on safe and appropriate medication

disposal, including designated disposal sites available within the community.

- OHTLMC will seek grant funding to support the acquisition and installation of a temperature controlled Narcan vending machine within the community. In addition, OHTLMC will expand the number of newspaper-style Narcan distribution boxes to a total of twelve strategically placed locations.
- OHTLMC will partner community organizations and commit to providing at least one team member to participate in implementing an evidence-based substance abuse education program within the Grayson County School System, serving students in grades K-9.
- Staff at OHTLMC participate in a system wide opioid stewardship committee whose charge is to ensure safe opioid prescribing and assist in the decrease of opioid abuse and misuse by patients in our care.
- OH will surpass the state benchmark or improve from baseline by 10% or more in opioid prescribing for co-prescribing and non-complicated vaginal deliveries (CY25) and all vaginal deliveries (CY26).
- OHTLMC in collaboration with Grayson County Schools, will host a Ghost Out event to raise awareness among students about the dangers of impaired driving and to promote safe and responsible decision-making.
- Develop commitment pledge to refrain from distracted driving for OH team members and community at large and education as needed.
- Develop commitment pledge to establish appropriate limits of social media usage and education as needed.
- OHTLMC will dedicate staff resources to actively collaborating with local partners and stakeholders in pursuit of Grayson County's designation as a Recovery Ready Community.
- Maintain comprehensive tobacco policy requirements for all applicants in the OHTLMC Mini Grant program.
- OHTLMC will allocate staff resources to support the establishment of an Overdose Fatality Review Committee in Grayson County and will provide personnel to actively participate in the committee meetings as needed.
- OH will seek to make medications more affordable in partnership with Kentucky Prescription Assistance Program (KPAP).

○ **Physical inactivity**

- OHTLMC with the Community Health Committee will organize and host an annual Fitt Fiddle 5K and Family fun walk in Grayson County.

- Leverage social media platforms to deliver consistent education on accessible at-home exercises.
- Continue partnership with the Grayson County Schools to promote fitness and wellness through the Fitt Fiddle initiative, represented by the program mascot. Enhance past collaborations like "Fitt Friday's" and Walk-a-thons to continue to include innovative approaches to have a bigger impact.
- Enhance employee engagement in wellness activities at OHTLMC by increasing participation in biometric screenings, the Personify program, and gym memberships discounts offered to employees.
- Expand the Fitt Fiddle program by establishing a Fitt Fiddle Fan Club, encouraging community members to pledge their commitment to leading a more physically active lifestyle as "Friends of Fitt".
- OHTLMC will develop and implement a strategic plan to increase awareness of the age friendly 4M platform, with a focused emphasis on promoting mobility.
- OHTLMC will continue to strengthen partnerships with entities in Grayson County operating community walking trails.

○ **Nutrition**

- Explore Food is Health partnership opportunities.
- OHTLMC will host a series of on-site pop-up Farmer's Market events.
- Collaborate with organizations that operate concession stands at community events to expand the availability of healthy food options.
- Collaborate with the Grayson County Alliance to provide non-perishable food items to patients identified as experiencing food insecurity during their visit to OHTLMC.
- Organize two annual food drives in support of the area food pantry, with an emphasis on collecting healthy food items, and collaborate to provide recipe cards that promote nutritious meal preparation.
- Develop and implement an educational initiative focused on the health impacts of energy drink consumption.
- Collaborate with local restaurants to develop a "Fitt Menu" featuring healthier meal options
- Leverage social media platforms to deliver consistent healthy recipes.
- Offer cooking classes to the community via social media, and to employees through LINK.
- Create a system-wide diabetes advisory committee.

**While there is great overlap in many of the identified health issues, Owensboro Health Twin Lakes Medical Center recognizes its leadership role in being a catalyst for innovative thinking in addressing these community priority areas. We will continue to facilitate internal teams and their strategies and partner with other individuals and organizations in the community on their current and developing efforts to address each of the named community priority areas. As we continue to refine the health system's strategic plan and imperative, and findings from the community health needs assessment, we will remain focused and determined in addressing the health of our population.**

*Reviewed by the Owensboro Health Community Engagement Committee on September 10, 2025, approved by the Owensboro Health Twin Lakes Medical Center Board of Directors on September 18, 2025 and approved by the Owensboro Health Board of Directors on September 22, 2025.*