



OSF HEALTHCARE

COMMUNITY HEALTH NEEDS - IMPLEMENTATION STRATEGY

2026

OSF SAINT FRANCIS MEDICAL CENTER

PEORIA COUNTY

TAZEWELL COUNTY

WOODFORD COUNTY

Table of Contents

OSF Healthcare Overview	3
Community Health Needs Prioritization	4
Implementation Strategy.....	6
Our Response to the Identified Significant Community Health Needs	7
Food Insecurity Among Youth	7
Access to Behavioral Health.....	12
Suicidal and Self-Harm Thoughts and Behaviors.....	16
Other Health Needs Identified but Not Addressed.....	20
Implementation Strategy Approvals	20

OSF Healthcare Overview

OSF HealthCare is an integrated health system founded by The Sisters of the Third Order of St. Francis. Headquartered in Peoria, Illinois, OSF HealthCare employs nearly 26,000 Mission Partners at more than 170 locations, including 17 hospitals – 11 acute care, five critical access and one transitional care – with 2,305 licensed beds, 41 urgent care locations and two colleges of nursing throughout Illinois and Michigan. The OSF HealthCare physician network employs more than 2,215 primary care, specialty and advanced practice providers. OSF HealthCare, through OSF Home Care Services, operates an extensive network of home health and hospice services. It also owns Pointcore Inc., composed of health care-related businesses; OSF HealthCare Foundation, the philanthropic arm of the organization; and OSF Ventures, which provides investment capital for promising health care innovation startups. OSF OnCall, the digital health operating unit that provides a hospital-at-home program and remote digital care options, was established in 2020. OSF OnCall delivers care and services when, where and how patients need them.

OSF Saint Francis Medical Center

OSF HealthCare Saint Francis Medical Center has fulfilled the Mission of our Sisters since 1877. OSF Saint Francis has grown into the fifth-largest medical center in Illinois, with more than 5,000 employees and 640+ patient beds. A major teaching affiliate of the University of Illinois College of Medicine Peoria, OSF Saint Francis is the area's only Level 1 Trauma Center and tertiary care medical center. We are also home to OSF HealthCare Children's Hospital of Illinois, OSF HealthCare Cancer Institute and the OSF HealthCare Illinois Neurological Institute. OSF HealthCare is a Catholic, 17-hospital health system serving Illinois and Upper Peninsula of Michigan, driven by our Mission to "serve with the greatest care and love."

Community Health Needs Prioritization

The Tri-County Health Needs Assessment is a collaborative undertaking by Partnership for a Healthy Community (PFHC) to highlight the needs and well-being of Tri-County area residents. The Partnership for a Healthy Community is a multi-sector community partnership working to improve population health. This assessment, with the help of collaborative community partners, has identified numerous health issues impacting individuals and families in the Tri-County region. Prevalent themes include demographic composition, disease predictors and prevalence, leading causes of mortality, accessibility to health services, and healthy behaviors. The results of this study can inform strategic decision-making, directly addressing the community's health needs. It was designed to assess issues and trends affecting the communities served by the collaborative and to understand the perceptions of targeted stakeholder groups. This study includes a detailed analysis of secondary data to assess the community's health status. Information was collected from numerous secondary sources, both publicly and privately available data.

Additionally, primary data was collected for the general population and the at-risk or economically disadvantaged population. Areas of investigation included perceptions of community health issues, unhealthy behaviors, issues with quality of life, healthy behaviors and access to medical care, dental care, prescription medication, and mental-health counseling. Social drivers of health were also analyzed to understand why certain population segments responded differently. Ultimately, the collaborative team identified and prioritized the most important health-related issues in the Tri-County region. They considered health needs based on:

- magnitude of the issue (i.e., what percentage of the population was impacted by the issue);
- severity of the issue in terms of its relationship with morbidities and mortalities; and
- potential impact through collaboration.

Using a modified version of the Hanlon Method, three significant health needs were identified and determined to have equal priority:

1. **Food Insecurity Among Youth**
2. **Access to Behavioral Health**
3. **Suicidal and Self-Harm Thoughts and Behaviors**



FOOD INSECURITY AMONG YOUTH

The limited or uncertain availability of nutritionally adequate and safe foods— continues to affect school-aged youth across the Tri-County area of Peoria, Tazewell, and Woodford Counties. According to the Community Status Assessment (CSA), younger individuals with lower household incomes and unstable housing are significantly less likely to consume fruits and vegetables, often citing affordability, lack of importance, and dislike as barriers. The Community Context Assessment (CCA) further reveals that school-aged youth frequently skip meals or opt for unhealthy options due to time and financial constraints. Community Partner Assessment (CPA) data shows that about half of local organizations prioritize food insecurity, particularly through efforts targeting economic stability and the built environment. In Peoria County, the food insecurity rate stands at 14.5%, while Tazewell County reports a child food insecurity rate of 15.5%. Although specific data for Woodford County is limited, regional trends suggest similar challenges. These local rates exceed the Healthy People 2030 target of reducing household food insecurity to 6% and very low food security in children to 0.3%. This gap underscores the urgent need for coordinated youth-focused interventions across the Tri-County area.

ACCESS TO BEHAVIORAL HEALTH

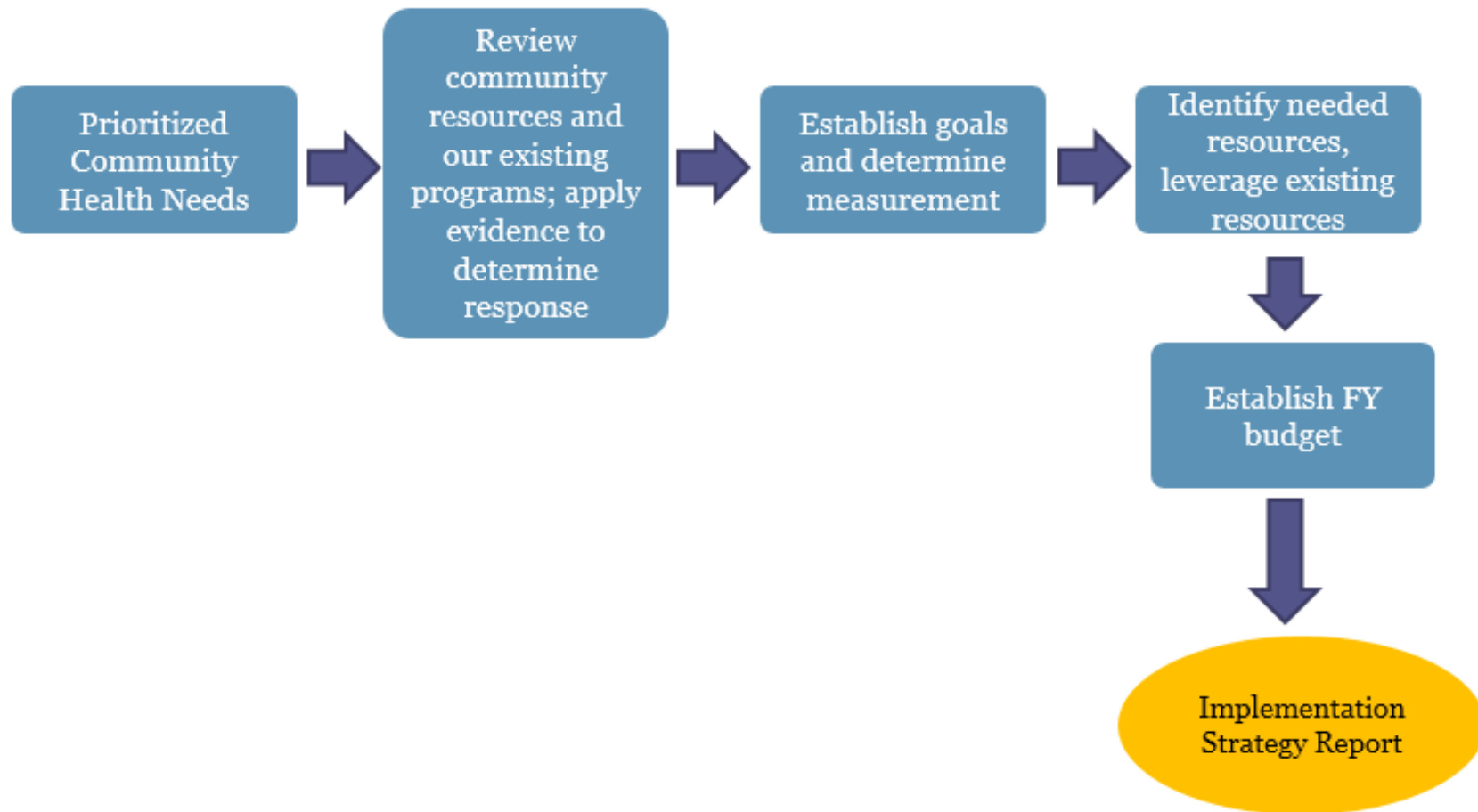
Defined as the ability to obtain timely, affordable, and culturally appropriate mental health and substance use services—is a critical determinant of overall well-being, particularly when navigating complex systems of care. In the Tri-County area of Peoria, Tazewell, and Woodford Counties, improving access and resource navigation is essential, especially for underserved populations. According to the Community Status Assessment (CSA), only about 51% of residents reported speaking with someone about their mental health in the past year, with barriers including providers' not accepting insurance and a shortage of counselors, particularly in Tazewell County.

SUICIDAL AND SELF-HARM THOUGHTS AND BEHAVIORS

Ranging from ideation to planning to attempt—are serious public health concerns that require both preventative and clinical interventions to reduce risk and promote mental well-being. In the Tri-County area of Peoria, Tazewell, and Woodford Counties, addressing suicide risk is especially urgent given disparities in healthcare access and mental health support. While 87% of residents report having a primary care provider (PCP), Black and Latino/a/x individuals and those experiencing housing instability are significantly less likely to have one, limiting early identification and intervention opportunities. Younger, higher-income, and more educated individuals more frequently use urgent care, which may not be equipped for sustained behavioral health support.

Implementation Strategy

The implementation strategy that follows aligns with the PFHC's community health improvement plan and specifically addresses the significant health needs identified in the Tri-County Community Health Needs Assessment and planned responses to those needs. The diagram below depicts the high-level process used to develop the implementation strategy that follows:



Our Response to the Identified Significant Community Health Needs

Food Insecurity Among Youth

The limited or uncertain availability of nutritionally adequate and safe foods continues to affect school-aged youth across the Tri-County area of Peoria, Tazewell, and Woodford Counties.

According to the Community Status Assessment (CSA), younger individuals with lower household incomes and unstable housing are significantly less likely to consume fruits and vegetables, often citing affordability, lack of importance, and dislike as barriers. The Community Context Assessment (CCA) further reveals that school-aged youth frequently skip meals or opt for unhealthy options due to time and financial constraints. Community Partner Assessment (CPA) data shows that about half of local organizations prioritize food insecurity, particularly through efforts targeting economic stability and the built environment.

In Peoria County, the food insecurity rate stands at 14.5%, while Tazewell County reports a child food insecurity rate of 15.5%. Although specific data for Woodford County is limited, regional trends suggest similar challenges. These local rates exceed the Healthy People 2030 target of reducing household food insecurity to 6% and very low food security in children to 0.3%. This gap underscores the urgent need for coordinated youth-focused interventions across the Tri-County area.

Existing Community Resources	Existing OSF Programs with Description
▪ Ending Hunger Together ▪ Women, Infant and Children (WIC) program ▪ Healthcare organizations and providers ▪ University of Illinois Extension ▪ County health departments ▪ Carle Health ▪ Midwest food bank ▪ Peoria Citizens Committee for Economic Opportunity (PCCEO) ▪ Peoria Area Food Bank ▪ Friendship House ▪ Dream Center	• Faith Community Nursing (FCN) offers a unique partnership between two healing entities: our hospitals and the faith community. The focus of the program is on intentional care of the spirit, preventative health care and helping individuals lead healthier lives through education, screening and referrals to community resources. • OSF Care-A-Van is a mobile health center that connects residents of the community with screenings, immunization, education, health risk assessments, health care coverage enrollment, exploring advanced care planning and more. • Children's Advocacy provides a variety of programs and events that impact the well-being of children, including nutrition, physical activity, sleep and self-esteem, throughout the community in partnership with local agencies, schools and community members.

▪ Mosaic Christian Church ▪ Bartonville Christian Church ▪ New Beginnings Worship Center ▪ St. Ann's Catholic Church ▪ Southside Christian Academy ▪ OSF Medical Group- Pediatrics ▪ Dunlap School District ▪ Tazewell County Head Start	• Gardens of Hope exists to engage and invest in the community by serving the physical and spiritual needs of this neighborhood through food and education that inspires, engages, beautifies the surroundings, and connects volunteers in the promotion of healthy lifestyles. • OSF School Nursing is a department that provides nurses at elementary and middle schools in the Peoria area and for Peoria Citizens Committee for Economic Opportunity (PCCEO) Head Start and Early Head Start programs. • Outpatient Nutrition Services provides dietitian consultations and support to pediatric patients for concerns such as food allergies, obesity, and failure to thrive, tube feeding or other GI conditions. • OSF Dietetic Intern Program is a 52-week supervised program that provides stimulating and challenging learning opportunities for the dietetic college graduate who is able to be a part of a high-performance health care team and develop leadership skills necessary for a career in dietetics.
Existing Partnerships / Collaborations	
Description	Collaborative Partner
Children's Advocacy provides a variety of programs and events that impact the well-being of children, including nutrition, physical activity, sleep and self-esteem, throughout the community in partnership with local agencies, schools and community members.	Peoria Housing Authority, Advanced Medical Transport, school districts, fire departments & community partners
OSF Care-A-Van is a mobile health center that connects residents of the community with screenings, immunization, education, health risk assessments, health care coverage enrollment, exploring advanced care planning and more.	Dream Center, Neighborhood House, Mt. Zion Church Food Pantry, Southside Mission, Sophia's Kitchen, Friendship House, Catholic Charities, Promise Academy, Salvation Army & other faith-based organizations
Gardens of Hope exists to engage and invest in the community by serving the physical and spiritual	St. Ann's Parish, City of Peoria, community members & partners

needs of this neighborhood through food and education that inspires, engages, beautifies the surroundings, and connects volunteers in the promotion of healthy lifestyles.	
OSF School Nursing is a department that provides nurses at elementary and middle schools in the Peoria area and for PCCEO Head Start and Early Head Start programs.	Washington Lincoln & Middle School, Illini Bluffs, Elmwood, Oak Grove, Peoria Heights and Peoria Citizens Committee for Economic Opportunity (PCCEO) Head Start and Early Head Start program
OSF Dietetic Intern Program is a 52-week supervised program that provides stimulating and challenging learning opportunities for the dietetic college graduate who is able to be a part of a high-performance health care team and develop leadership skills necessary for a career in dietetics.	Peoria Riverfront Market, LINK Up IL, Wholesome Food Fund & Hult Health Education Center

2026 Strategic Goal

Strategic Goal: Empower and increase resiliency among youth and their families to improve access to adequate nutrition

Outcome Measure: Decrease the number of CHNA survey respondents in the Tri-County region reporting going hungry at least 1-2 per week from 6% to 4%

Baseline: In the Tri-County region, 6% of respondents go hungry at least 1-2 times per week (2025 CHNA Tri-County)

OSF Saint Francis Medical Center is collaborating with the Partnership for a Healthy Community (PFHC) in an effort to achieve this strategic goal. The PFHC is a multi-sector, community initiative leading and supporting collaborative work within the community to drive health outcomes identified in the CHNA in the Tri-county area.

Actions	Responsible OSF Party	OSF Resources * Budgeted FTE's / \$	Timeline / Milestone	Impact Measurement (Process Indicator)	Potential Collaborations/Partners
Expand Gardens of Hope community outreach efforts	Dylan Henricks/Mike Brooks	1.0 FTE	2026- 9,669 persons served 2027- 10,152 persons served 2028- 10,659 persons served	Increase number of persons served by 5% each year. (FY24 Baseline: 9,209 persons served)	St. Ann's Catholic Church, University of Illinois Extension, Tazewell County Health Department & HEAL food system partners
Increase Gardens of Hope produce harvested	Dylan Henricks/Mike Brooks	1.0 FTE	2026- 12,991+ pounds 2027- 13,250+ pounds 2028- 13,515+ pounds	Increase produce harvested annually by 2% (FY24 Baseline: 12,737 pounds)	St. Ann's Catholic Church, University of Illinois Extension, Tazewell County Health Department & HEAL food system partners
Implement food insecurity screenings and resources at school physicals	Dylan Henricks/Hanna Landis	8.5 FTE	2026- Establish baseline 2027- Baseline + increase 3% 2028- 2027 + increase 3%	Increase food insecurity screenings provided at community school	PCCEO, Friendship House, Dream Center, Mosaic Christian Church, Bartonville Christian Church, New Beginnings Worship Center, St.

provided in the community				physicals annually by 3% (Baseline: TBD)	Ann's Catholic Church, Southside Christian Academy, OSF Medical Group- Pediatrics, Dunlap School District & Tazewell County Head Start
Provide OSF representation on PFHC's youth food insecurity action team	Hanna Landis/Jordan Meeks	.1 FTE	2026- .1 FTE committed 2027- .1 FTE committed 2028- .1 FTE committed	Commit .1 FTE annually to the PFHC action team	PFHC

Access to Behavioral Health

Defined as the ability to obtain timely, affordable, and culturally appropriate mental health and substance use services—is a critical determinant of overall well-being, particularly when navigating complex systems of care.

In the Tri-County area of Peoria, Tazewell, and Woodford Counties, improving access and resource navigation is essential, especially for underserved populations. According to the Community Status Assessment (CSA), only about 51% of residents reported speaking with someone about their mental health in the past year, with barriers including providers' not accepting insurance and a shortage of counselors, particularly in Tazewell County.

Existing Community Resources	Existing OSF Programs with Description
- Community mental health providers - Gateway Foundation - OSF Medical Group - Carle Health - Heartland Health Services - The Center for Youth and Family Solutions - Trillium Place - NAMI Tri-County Illinois: Mental Health Advocacy and Support - Center for Prevention of Abuse	Strive Trauma Recovery for Victims of Violence is a free, comprehensive psychological service as well as resource management and support services for individuals 14 and older who have been a victim of trauma from a crime that has occurred in the previous three years. Eating Disorders offers comprehensive medical, psychological, and nutritional services to individuals diagnosed with an eating disorder. The program specializes in individualized attention to meet treatment goals in a clinical-based environment. Psychiatric Consult Service completes assessments, provides crisis intervention and referrals for patients in the emergency department and inpatient units who present significant mental health or safety issues. Behavioral Health Adult program provides counseling and support for patients 18 years and older who are facing depression or anxiety. Health care professionals and therapists work with patients to create individualized treatment plans. Behavioral Health- Child and Adolescent provides individual and family counseling for school age children for behavioral issues, parenting issues, conduct and poor school performance. SilverCloud is a secure, anonymous and interactive platform to help individuals manage the feelings and causes of depression, anxiety or stress. This free app is available via phone, tablet or computer and consists of up to seven interactive modules. These include mindfulness exercises, interactive journaling, and mood or lifestyle charting.

	• Behavioral Health Navigators are experienced, compassionate professionals who connect individuals with behavioral health services or providers.
Existing Partnerships / Collaborations	
Description	Collaborative Partner
Strive Trauma Recovery for Victims of Violence is a free, comprehensive psychological and support services and resource management for individuals who have been a victim of trauma from a crime that has occurred in the previous three years.	Peoria Public Schools, Center for Prevention of Abuse, Peoria Police & community partners

2026 Strategic Goal

Strategic Goal: Improve access and utilization of behavioral health resources for youth and low-income adults

Outcome Measure: Increase the number of residents that report speaking with a doctor, nurse or counselor about their mental health in the past year from 51% to 53%

Baseline: In the Tri-County region, 51% of residents reported speaking with someone about their mental health in the past year (2025 CHNA Tri-County)

OSF Saint Francis Medical Center is collaborating with the Partnership for a Healthy Community (PFHC) in an effort to achieve this strategic goal. The PFHC is a multi-sector, community initiative leading and supporting collaborative work within the community to drive health outcomes identified in the CHNA in the Tri-county area.

Actions	Responsible OSF Party	OSF Resource * Budgeted FTE's / \$	Timeline / Milestone	Impact Measurement (<i>Process Indicator</i>)	Potential Collaborations/Partners
Increase outpatient Behavioral Health encounters	Tim Bromley	35.15 FTE	2026- 18,843 encounters 2027- 19,220 encounters 2028- 19,604 encounters	Increase outpatient behavioral health encounters annually by 2% (FY24 Baseline: 18,474)	OSF Medical Group & Heartland Health Services
Expand OSF Strive to serve individuals aged 6+ (previous aged 14+)	Dawn Lochbaum	7.9 FTE	2026- 2,292 encounters 2027- 2,338 encounters 2028- 2,385 encounters	Increase OSF Strive encounters annually by 2% (FY24 Baseline: 2,247 encounters)	Peoria Public Schools, OSF Medical Group, Heartland Health Services, Center for Prevention of Abuse, Peoria Police & community partners
Increase referrals to OSF Behavioral Health Navigation during central region community events	Dylan Henricks/Hanna Landis	8.5 FTE	2026- 1,546 referrals 2027- 1,577 referrals 2028- 1,609 referrals	Increase referrals to OSF Behavioral Health Navigation annually by 2% (FY25TD)	Head start programs, Friendship House, Dream Center, Faith Based Organizations,

				Baseline: 1,516 referrals)	OSF Medical Group Pediatrics and local school districts
Provide OSF representation on PFHC's behavioral health access and navigation action team	Tim Bromley/Keith Downs	.1 FTE	2026- .1 FTE committed 2027- .1 FTE committed 2028- .1 FTE committed	Commit .1 FTE annually to the PFHC action team	PFHC

Suicidal and Self-Harm Thoughts and Behaviors

Suicidal and Self-Harm Thoughts and Behaviors – ranging from ideation and planning to attempt – are serious public health concerns that require both preventative and clinical interventions to reduce risk and promote mental well-being.

In the Tri-County area of Peoria, Tazewell, and Woodford Counties, addressing suicide risk is especially urgent given disparities in healthcare access and mental health support. While 87% of residents report having a primary care provider (PCP), Black and Latino/a/x individuals and those experiencing housing instability are significantly less likely to have one, limiting early identification and intervention opportunities. Younger, higher-income, and more educated individuals more frequently use urgent care, which may not be equipped for sustained behavioral health support.

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	• Behavioral Health Navigators are experienced, compassionate professionals who connect individuals with behavioral health services or providers.
Existing Partnerships / Collaborations	
Description	Collaborative Partner
Strive Trauma Recovery for Victims of Violence is a free, comprehensive psychological and support services and resource management for individuals who have been a victim of trauma from a crime that has occurred in the previous three years.	Peoria Public Schools, Center for Prevention of Abuse, Peoria Police & community partners

2026 Strategic Goal

Strategic Goal: Develop, encourage, and sustain a Tri-County region where adolescents and young adults live and feel supported, included, heard, and valued.

Outcome Measure: Reduce the incidence of suicides in the Tri-County to below the State of Illinois incidence rate (11/100,000)

Baseline: The incident rate for suicide was 15/100,000 for Peoria County, 14/100,000 per Tazewell County, and 12/100,000 in Woodford County (Source: Illinois Department of Public Health Suicide Deaths (per 100,000) 2017-2027).

OSF Saint Francis Medical Center is collaborating with the Partnership for a Healthy Community (PFHC) in an effort to achieve this strategic goal. The PFHC is a multi-sector, community initiative leading and supporting collaborative work within the community to drive health outcomes identified in the CHNA in the Tri-county area.

Actions	Responsible OSF Party	OSF Resource* Budgeted FTE's / \$	Timeline / Milestone	Impact Measurement (<i>Process Indicator</i>)	Potential Collaborations/Partners
Implement behavioral health/suicide screenings at school physicals in the community	Dylan Henricks/ Hanna Landis	8.5 FTE	2026- Establish baseline 2027- Baseline + increase 3 % 2028- 2027 + increase 3%	Increase outpatient behavioral health/suicide screenings annually by 3% (Baseline: TBD)	Head start programs, Friendship House, Dream Center, Faith Based Organizations, OSF Medical Group Pediatrics and local school districts
Implement behavioral health/suicide screenings on the OSF Care-A-Van	Dylan Henricks	6.5 FTE	2026- Establish baseline 2027- Baseline + increase 3 % 2028- 2027 + increase 3%	Increase outpatient behavioral health/suicide screenings annually by 3% (Baseline: TBD)	Friendship House, Dream Center, Bartonville Christian Church, Salvation Army, Pathway Ministries, St. Paul's Episcopal Church, & Sophia's Kitchen

Provide suicide prevention education and awareness to the community	Hanna Landis/Tim Bromley	1.0 FTE	2026- 2 events 2027- 3 events 2028- 4 events	Provide suicide prevention education and awareness events annually	Friendship House, Dream Center, Mosaic Christian Church, Bartonville Christian Church, St. Ann's Catholic Church, Sophia's Kitchen, Other faith-based organizations, & local school districts
Provide OSF representation on PFHC's youth suicide and self-harm action team	Tim Bromley/Keith Downs	.1 FTE	2026- .1 FTE committed 2027- .1 FTE committed 2028- .1 FTE committed	Commit .1 FTE annually to the PFHC action team	PFHC

*Note: Resources included are noted annually with incremental adjustments for subsequent fiscal years.

Other Health Needs Identified but Not Addressed

The health needs listed below were also identified in the CHNA. However, OSF Saint Francis Medical Center does not intend to address these health needs as such needs were determined to be relatively low priority based on the prioritization criteria utilized – (1) magnitude in the community, (2) severity in the community, (3) potential for impact to the community. A more detailed discussion of the prioritization process utilized to identify the significant health needs addressed in this Implementation Strategy is set forth in the CHNA (see Chapter 5 and corresponding appendices).

1. Access to healthy food and resources
2. Food insecurity among low-income populations due to high cost
3. Early and adequate prenatal care
4. Emergency department use for medical care that is non-emergent
5. Engagement with primary care providers for routine visits
6. Navigating healthcare system and resources specifically among; AA/Black, males, rural residents, and individuals 65+ years old

Implementation Strategy Approvals

The OSF Board of Directors accepted and approved the Community Health Needs Assessment Implementation Strategy targeting the Tri-County area and OSF Saint Francis Medical Center on January 26, 2026. The Hospital reserves the right to amend this Implementation Strategy as needed. Certain significant health needs may become even more significant and require amendments to the strategies developed to address health needs. Other entities or organizations in the community may develop programs to address the same health needs. Joint programs may be adopted which may refocus the Hospital with its limited resources to best serve the community.