



OSF HEALTHCARE

COMMUNITY HEALTH NEEDS IMPLEMENTATION STRATEGY

2026

DELTA COUNTY

OSF HEALTHCARE ST. FRANCIS HOSPITAL & MEDICAL GROUP

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
Healthy Behaviors	7
Behavioral Health	11
Other Health Needs Identified but Not Addressed.....	15
Implementation Strategy Approvals –	15

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 St. Francis Hospital & Medical Group

OSF HealthCare St. Francis Hospital & Medical Group, a 25-bed, Medicare-designated critical access hospital, has been dedicated to providing quality health care to the South-Central Upper Peninsula of Michigan since 1884. OSF St. Francis provides a full range of inpatient and outpatient medical and surgical care from birth throughout the stages of life in addition to providing care through primary care clinics in Escanaba, Gladstone and Powers. OSF St. Francis is a six-time recipient of the Top Rural Hospital distinction by The Leapfrog Group and has been named a Top 100 Critical Access Hospital by iVantage. OSF St. Francis is part of OSF HealthCare, a 17-hospital health system serving the Upper Peninsula of Michigan and Illinois, driven by a Mission to “serve with the greatest care and love.”

Community Health Needs Prioritization

The Delta County Community Health Needs Assessment is a collaborative undertaking by OSF St. Francis Hospital and Medical Group to highlight the health needs and well-being of Delta County residents. This assessment, with the help of collaborative community partners, has identified numerous health issues impacting individuals and families in the Delta 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 were collected for the general population and the at-risk or economically disadvantaged population. Areas of investigation included perceptions of the 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. CHNA 2025 | Delta County 4 Collaboration for sustaining health equity • 2025 Ultimately, the collaborative team identified and prioritized the most important health-related issues in the Delta County region. They considered health needs based on: (1) magnitude of the issue (i.e., what percentage of the population was impacted by the issue); (2) severity of the issue in terms of its relationship with morbidities and mortalities; and (3) potential impact through collaboration. Using a modified version of the Hanlon Method, two significant health needs were identified and determined to have equal priority:

1. **Healthy Behaviors**
2. **Behavioral Health** – including mental health and substance abuse



HEALTHY BEHAVIORS

Healthy behaviors, such as regular physical activity and a balanced diet consisting of whole foods, are critical for both physical and mental well-being. Healthy behaviors can have substantial influence in reducing the risk of numerous health issues and these behaviors contribute to increased longevity and improved quality of life. Nationwide, lack of physical exercise and poor nutrition contribute to an estimated 300,000 preventable deaths per year.

A healthy lifestyle, comprised of regular physical activity, has been shown to increase physical, mental, and emotional well-being. Note that 20% of respondents indicated they do not exercise at all (down from 28% in 2022), while the majority (70%) of residents exercise 1-5 times per week. The most common reasons for not exercising are not having enough energy (31%) or time (19%) and a dislike of exercise (19%). Frequency of exercise tends to be more likely for those with a higher level of education. There has been an increase in those who exercise compared to data from the 2022 CHNA. In 2022, 58% of residents indicated they exercised 1-5 times per week, compared to 70% of residents in 2025. Similarly, a healthy lifestyle comprised of eating a balanced diet focused on whole foods, rather than ultra-processed foods, has been shown to increase physical, mental, and emotional well-being. Over half (59%) of residents report no consumption or low consumption (1-2 servings per day) of fruits and vegetables per day. Note that the percentage of residents who consume five or more servings per day is only 5%. The most prevalent reasons for failing to eat more fruits and vegetables was the lack of desire. There has been an increase in those who consume fruits and vegetables compared to data from the 2022 CHNA. In 2022, 36% of respondents indicated they had three or more servings of fruits and vegetables per day, compared to 41% in 2025.

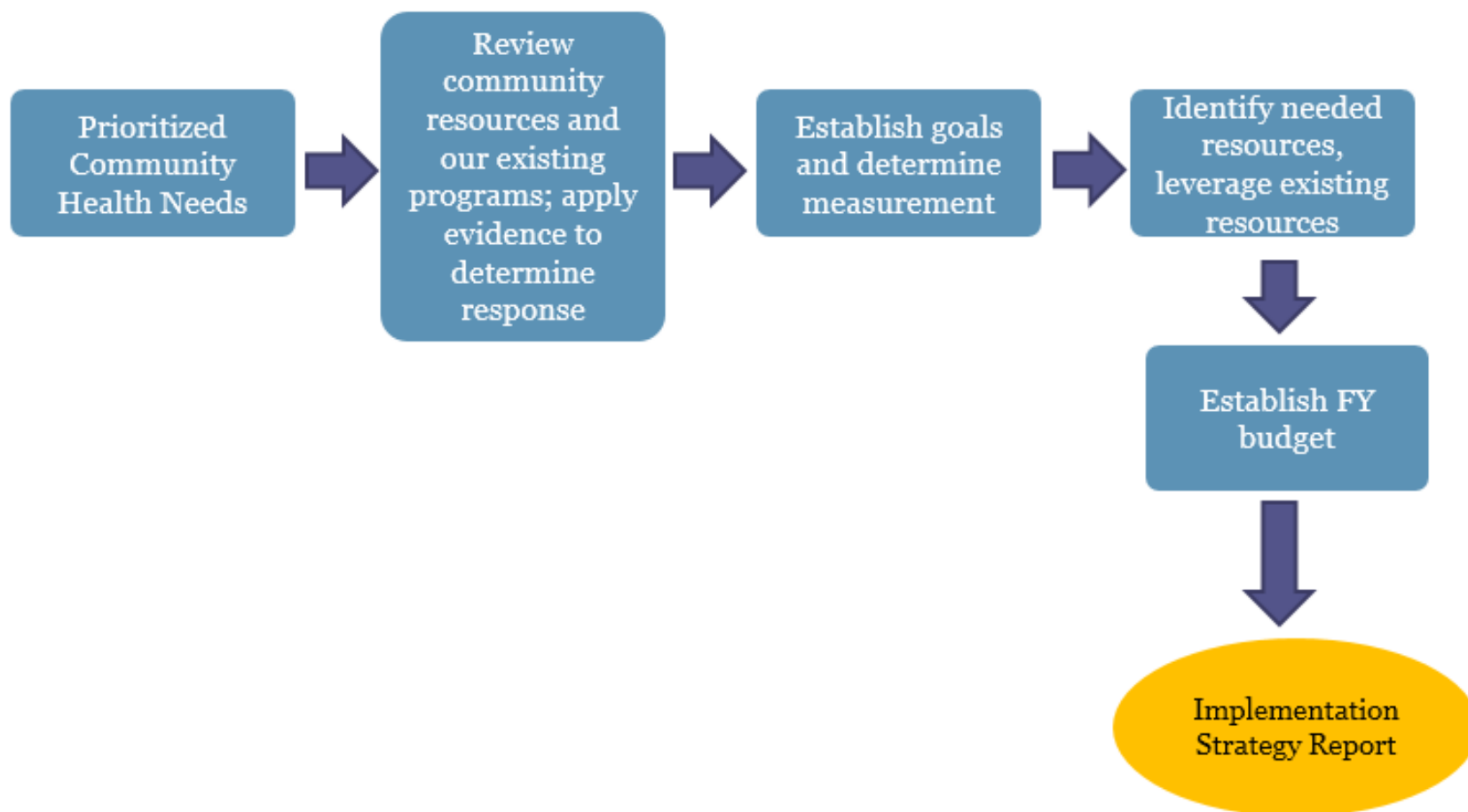
BEHAVIORAL HEALTH

MENTAL HEALTH. The CHNA survey asked respondents to indicate prevalence of specific issues, namely depression and stress/anxiety. Of respondents, 50% indicated they felt depressed in the last 30 days and 43% indicated they felt anxious or stressed. Depression tends to be rated higher by younger people, CHNA 2025 | Delta County 58 Collaboration for sustaining health equity • 2025 those with less income, and those in an unstable housing environment. Stress and anxiety tend to be rated higher for younger people, those with less income, those with less education, and those in an unstable housing environment. Respondents were also asked if they spoke with anyone about their mental health in the past year. Of respondents 45% indicated that they spoke to someone. The most common response was to family and friends (42%). In regard to self-assessment of overall mental health, 14% of respondents stated they have poor overall mental health. In the 2025 CHNA survey, respondents indicated that mental health was the most important health issue.

SUBSTANCE USE. Of survey respondents, 17% indicated they consume at least one alcoholic drink each day. Alcohol consumption tends to be rated higher by men. Of survey respondents, 5% indicated they improperly use prescription medications each day to feel better and 8% indicated they use marijuana each day. Note that misuse of prescription medication (oftentimes opioid use) tends to be rated higher by men, those with less income, and those living in an unstable housing environment. Marijuana use tends to be rated higher by younger people and those living in an unstable housing environment. In the 2025 CHNA survey, respondents rated drug use (illegal) as the most prevalent unhealthy behavior (26%) in Delta County, followed by alcohol use (23%).

Implementation Strategy

The implementation strategy that follows was developed by the Delta County collaborative team and specifically addresses the significant health needs identified in the Delta 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

Healthy Behaviors

Prioritized Health Need / Purpose as Defined in the full Community Health Needs Assessment (CHNA):

CANCER SCREENING: Early detection of cancer may greatly improve the probability of successful treatment. In the case of colorectal cancer, early detection of precancerous polyps can prevent cancer. Specifically, four types of cancer screening were measured: breast, cervical, prostate and colorectal. Results from the CHNA survey show that 68% of women had a breast screening in the past five years and 68% of women had a cervical screening. For men, 53% had a prostate screening in the past five years. For women and men over the age of 50, 54% had a colorectal screening in the last five years

HEALTHY EATING: A healthy lifestyle, comprised of a proper diet, has been shown to increase physical, mental and emotional well-being. Consequently, nutrition and diet are critical to preventative care. A little more than half (59%) of residents report no consumption or low consumption (1-2 servings per day) of fruits and vegetables per day. Note that the percentage of residents who consume five or more servings per day is only 5%

Existing Community Resources	Existing OSF Programs with Description
▪ Women Infant Children program ▪ Diabetes Personal Action Towards Health program ▪ Delta Schoolcraft Intermediate School District Backpack program in local schools – children at risk of hunger are sent backpacks of food over weekends and holidays. ▪ Community health & wellness fairs for adults and children ▪ City of Escanaba parks & recreation ▪ City of Gladstone parks & recreation ▪ Northern Lights YMCA - Delta ▪ Public Health, Delta & Menominee Counties ▪ Community Action Agency ▪ Family Nutrition and Food Safety program ▪ Feeding America Mobile Food Pantry ▪ Seventh Day Adventist Food Pantry	▪ Nutrition Education Department: One full-time registered dietitian on staff. Provide one-on-one nutritional educational counseling sessions on an inpatient and outpatient basis. ▪ Community Relations: Sponsorship and support of events and social media information.

▪ Salvation Army ▪ St. Vincent DePaul Charities ▪ OSF St. Francis Hospital & Medical Group ▪ The Upper Peninsula Commission for Area Progress (UPCAP)	
Existing Partnerships / Collaborations	
Description	Collaborative Partner
Food as Medicine program	UPCAP/Gladstone Farmer's Market
Support Diabetes PATH program to prevent diabetes	UPCAP
Matter of Balance program	UPCAP
Stuff the Blue Goose food drive	Michigan State Police

Strategic Goal #1 - Promote Healthy Behaviors- Health Screenings

Strategic Goal: Increase the number of health screenings for Delta County.

Outcome Measure: Increase the percentage of residents who report that they have received a health screening by 5%

Baseline: Over the past 5 years cancer screening has fluctuated. Specifically, breast cancer screening for women decreased from 74% in 2022 to 68% in 2025. Cervical cancer screening for women also showed a decrease from 2022 (70%) to 2025 (68%). Prostate cancer screening increased from 2022 (39%) to 2025 (53%). For people of 50 years or older colorectal cancer screening increased from 47% in 2022 to 54% in 2025 (per CHNA Survey 2024)

Actions		Timeline / Milestone	Impact Measurement (<i>Process Indicator</i>)	Potential Collaborations / Partners
Increase the numbers of participants in “know your numbers” screenings for community		2026 – 89 Screenings 2027 – 92 Screenings 2028 – 97 Screenings	Increase number of people screened by 1-5% per year <i>Baseline: 85 screened participants</i>	Partner with YMCA to hold free screenings
Increase the number of cancer screenings: Mammo/Low dose CT/ colonoscopies, cervical		2026- Baseline +1% screenings  2027-+2% screenings 2028-+3% screenings	Increase the number of screenings by 1-5% over a three-year period <i>Baseline: 2024 Completed/Eligible Colon: 4586/7050 65.04% Breast: 2045/2942 69.51% Cervical: 1977/3065 64.50% Low Dose CT: 362/886 40.86%</i>	OSF Medical Group

Strategic Goal #2 - Promote Healthy Behaviors – Healthy Eating

Strategic Goal: Increase awareness of healthy eating in overall health and wellness in Delta County.

Outcome Measure: Reduce the percentage of residents who report no or low consumption (1-2 servings per day) of fruits and vegetables per day by 3%.

Baseline: A little more than half (59%) of residents report no consumption or low consumption (1-2 servings per day) of fruits and vegetables per day. Note that the percentage of residents who consume five or more servings per day is only 5% (per CHNA Survey, 2024)

Actions		Timeline / Milestone	Impact Measurement (<i>Process Indicator</i>)	Potential Collaborations / Partners
Distribute and promote articles of education on healthy eating through social media or events.		2026 – + 1% articles 2027 – + 1% articles 2028 – + 1% articles	Promote articles on healthy eating and increase by 1% annually <i>Baseline: 16 articles distributed/promoted per year</i>	
Increase number of referrals for Food as Medicine program through primary care providers		2026- 146 participants 2027- 148 participants 2028- 150 participants	Increase number of referrals to program by at least 6 referrals leading to 2 additional participants per year. <i>Baseline: 144 participants</i>	UPCAP to track referrals
Conduct a nonperishable and healthy food drive to support the annual Stuff the Blue Goose Campaign		2026- Baseline +1% lbs. 2027- +1% lbs. 2028- +1% lbs.	Increase the pounds of food collected annually by 1% each year. <i>Baseline: To be established for 2025</i>	Michigan State Police

Behavioral Health

Prioritized Health Need / Purpose as Defined in the full Community Health Needs Assessment:

MENTAL HEALTH: Self-perceptions of health can provide important insights to help manage population health. Not only do self-perceptions provide benchmarks regarding health status, but they can also provide insights into how accurately people perceive their own health. The survey asked respondents to indicate specific issues, such as depression and stress/anxiety. Of respondents, 50% indicated they felt depressed in the last 30 days and 43% indicated they felt anxious or stressed

SUBSTANCE ABUSE: Alcohol and drugs impair decision-making, often leading to adverse consequences and outcomes. Research suggests that alcohol is a gateway drug for youth, leading to increased usage of controlled substances in adult years. Accordingly, the substance use values and behaviors of high school students is a leading indicator of adult substance use in later years. The CHNA survey asked respondents to indicate the usage of several substances. Of respondents, 83% indicated they did not consume alcohol on a typical day, 95% indicated they do not take prescription medication improperly including opioids on a typical day 92% indicated they do not use marijuana on a typical day and 99% indicated they do not use illegal substances on a typical day.

Existing Community Resources	Existing OSF Programs with Description
- Public Health Delta and Menominee Counties - Pathways Mental Health Services - Delta Schoolcraft Intermediate School District Mental Health Task Force - Great Lakes Recovery - Catholic Social Services - Dial Help - Northpointe - NorthCare Network - Bay College – Student counseling - Suicide Prevention Lifeline - Celebrate Recovery - Substance Abuse hotline - Tri-County Safe Harbor - Community Action Agency - United Way of Delta County	Drug Takeback bin to get unwanted prescription and OTC drugs out of the homes of community members and properly disposed of. - Dr. Myrick collaboration with drug court - Dr. Myrick MAT in general population - Dr. Czerkes MAT treatment in pregnant population Emergency Services Department available 24/7 to address urgent and emergency mental health issues. Partners with Pathways and LMSW for evaluations of patients. Provides two safe rooms for patients identified at risk for suicide and patient sitters for those identified at risk. OSF Medical Group employees, Carmen Kleikamp, LMSW, Ashley Pratt, LLMSW, Behavioral Health Provider who see patients in Medical Office building.

▪ Salvation Army – Escanaba ▪ Teaching Family Homes of Upper Michigan ▪ UP Health System ▪ Bellin Health ▪ OSF St. Francis Hospital & Medical Group ▪ The Upper Peninsula Commission for Area Progress (UPCAP)	▪ Liferides – Free rides home on New Year’s Eve from various establishments in the community.
Existing Partnerships / Collaborations	
Description	Collaborative Partner
OSF St. Francis Hospital & Medical Group provides financial resources to support the ongoing availability of mental health services through Catholic Social Services and Pathways Mental Health Services. Contracts with individual LMSW for emergency services.	Catholic Social Services Pathways Mental Health Services
Plans for Dr. Myrick to provide medication assisted treatment (MAT) to drug court participants.	Delta County Drug Court
Continue to budget funds, secure sponsorship and manage publicity for the New Year’s Eve Liferides.	Island Resort & Casino and various community organizations/sponsors
Work with Public health and DSISD to plan annual opioid recovery and medication take-back events	DSISD, Public Health, Delta & Menominee Counties

Strategic Goal #1 - Behavioral Health- Mental Health

Strategic Goal: Support resources and educational programs/tools aimed at improving the mental health status of residents in Delta County.

Outcome Measure: Decrease percentage of survey respondents who report experiencing depression by 1% per year over 3 years.

Baseline: Of respondents, 50% indicated they felt depressed in the last 30 days and 43% indicated they felt anxious or stressed (per CHNA Survey, 2024.)

Actions		Timeline / Milestone	Impact Measurement (Process Indicator)	Potential Collaborations / Partners
Behavioral Health Sessions		2026 – Baseline +1% appointments 2027 –+1% appointments 2028 –+1% appointments	Increase the number of mental health appointments by 1% each year for the next three years. <i>Baseline: To be determined based on 2025 sessions provided</i>	OSF Medical Group Providers
Depression Screenings		2026- Baseline + 5% screenings 2027- +5% screenings 2028- +5% screenings	Increase the number of depression screenings by 5% per year. <i>Baseline: To be determined based on 2025 screening numbers</i>	OSF Medical Group Providers
UPHP ED Patient with mental health diagnosis follow-up visits		2026- Baseline +2% visits 2027- +2% visits 2028- +2% visits	Increase the number of 7- and 30-day follow-up visits for patients that visit the ED with a principal diagnosis of mental illness by 2% each year <i>Baseline: To be determined based on 2025 follow-up appointments provided</i>	OSF Medical Group Providers/UPHP

Strategic Goal #2 - Behavioral Health-Substance Use

Strategic Goal: Support drug and alcohol educational programs and collaborative coalitions to increase knowledge and decrease substance use or misuse.

Outcome Measure: Increase the number of respondents that indicate that they do not engage in excessive drinking or improperly used prescription medication (often opioids) to make themselves feel better by 1%

Baseline: The CHNA survey asked respondents to indicate usage of several substances. Of respondents, 83% indicated they did not consume alcohol on a typical day, 95% indicated they do not take prescription medication improperly including opioids on a typical day 92% indicated they do not use marijuana on a typical day and 99% indicated they do not use illegal substances on a typical day.

Actions	Timeline / Milestone	Impact Measurement (Process Indicator)	Potential Collaborations / Partners
Maintain or increase the number of patients receiving medication assisted treatment (MAT.)	2026 – 326 participants 2027 – 326 participants 2028 – 326 participants	Maintain annual outpatient patient participation Implement MAT out of ED. <i>Baseline: 326 Participants FY 24</i>	OSF Medical Group Providers/Great Lakes Recovery
Increase awareness of onsite drug takeback box.	2026- + 2% lbs. 2027- + 2% lbs. 2028- + 2% lbs.	Increase volume of drugs collected by 2% annually from year prior. <i>Baseline: 149 pounds collected</i>	PHDM/Law Enforcement Agencies/DSISD
Increase Narcan distribution	2026- Baseline Narcan units 2027- +1% Narcan units 2028- +1% Narcan units	Determine baseline of Narcan distribution and increase by 1% annually. <i>Baseline: 2026 – implementation and baseline establishment</i>	Medical group/Marketing/ PHDMC

*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 St. Francis Hospital & Medical Group 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. Not Seeking Healthcare When Needed
2. Access to Healthcare
3. Aging Issues
4. Obesity
5. Cancer
6. Suicide

Implementation Strategy Approvals –

The OSF Board of Directors accepted and approved the Community Health Needs Assessment Implementation Strategy targeting the Delta County area and OSF St Francis Hospital on September 29, 2025. The Hospital reserves the right to amend this Implementation Plan as needed. Certain significant health needs may become even more significant and require amendments to the strategies developed in order to address those health needs. Other entities or organizations in the community may develop programs to address the same health needs. In addition, joint programs may be adopted, which may refocus the Hospital with its limited resources to best serve the community.