

Harney County Health District Implementation Plan

Progress Report June 2026

Need/Concern Identified	Goals 2025-2028	Strategies
Address barriers to accessing healthcare/ increase community outreach	1. Equip all Harney County Health District employees with the training and tools needed to provide culturally competent healthcare (care that is aware of, and responsive to, patients' cultural perspectives).	a) Use the HealthStream platform to assign cultural competency and implicit bias training to all Harney County Health District employees. Require employees to complete this training as part of their annual education. All Harney County Health District employees completed annual training using the HealthStream platform in January 2026. If they were hired after that date, they completed their annual training during their new-hire orientation. All employees were required to complete a course entitled <i>SQ Acute: Care Delivery, Culturally Competent (PA)</i>. This module describes what culture means and how care that is sensitive to culture provides the best medical outcomes. All employees were also required to complete a course entitled <i>Cultural Awareness in Healthcare</i>. This course will explore how multicultural issues affect the health and healthcare practices of individuals, families, and communities. The content provides an understanding of various aspects and manifestations of culture. The course also covers the concepts of providing culturally competent care by considering what it means to have cultural awareness, practice cultural humility, and understand how bias impacts a provider's ability to provide care. The standards and guidelines to provide culturally and linguistically appropriate care within the healthcare environment are also reviewed. Hospital leadership was required to complete an additional course entitled <i>Leadership: Culturally Sensitive</i>. This course provides information about culturally sensitive leadership — including information on cultural diversity in the United States, the potential effects of cultural differences in the work place, and strategies that culturally sensitive leaders can use to resolve conflict among staff members. b) Hold listening sessions for local healthcare providers/leaders to gather candid feedback from underrepresented communities. Use this

Harney County Health District Implementation Plan

Progress Report June 2026

		feedback to learn how we can address health disparities, improve health outcomes, and promote culturally responsive services. This effort has not been started yet.
	2. Increase outreach and education regarding Harney County Health District's services.	a) Develop a robust education campaign to highlight Harney County Health District's services, especially those provided by the NewSun Energy & Harney District Hospital Specialty Care Clinic. Harney District Hospital's CEO and Marketing Department developed a strategic plan for highlighting Harney County Health District services. The marketing manager meets with the CEO monthly to discuss progress and update the strategic plan, as needed. The goal is to highlight at least one service, provider, or piece of equipment/technology each month. The hospital also formed a Growth Committee. In addition to strategizing about how the Health District can grow and expand its services, the Growth Committee meets monthly to discuss the Marketing Department's strategic plan and identify opportunities to educate the community and healthcare partners about Health District services. Completed projects include introducing Harney District Hospital's new surgeon, informing the public about the MRI replacement project, highlighting the hospital's OBGYN services, and highlighting the hospital's partnership with Saint Alphonsus to bring telestroke services to Harney County. Numerous additional education campaigns have been outlined in the Marketing Department's strategic plan. b) Host quarterly community outreach events to highlight health district services and provide information regarding various health topics. A Meet & Greet was held February 16, 2026, to introduce Dr. Byron Wright (Harney District Hospital's new surgeon) to the community and highlight Harney District Hospital's surgical services. Harney District Hospital also helped sponsor Harney County School District No. 3's second annual Community Mental Wellness Fair, which was held

Harney County Health District Implementation Plan

Progress Report June 2026

		March 11-12, 2026. This two-day mental wellness fair included keynote speakers, workshops for parents/families, and informational booths. Harney District Hospital's informational booth included handouts to highlight health district services and provide information regarding behavioral health/wellness. Harney District Hospital staff participated in Harney County School District No. 3's annual AVID Community Night April 23, 2026. In addition to providing hands-on activities to help spark local students' interest in the healthcare field, hospital staff provided handouts highlighting health district services. c) Whenever possible, include healthcare providers in education and outreach efforts. Encourage providers to participate in "Lunch and Learns," radio interviews, and other education/outreach opportunities. Harney District Hospital's Emergency Medical Services (EMS) and Nursing staff provided hands-on education/activities for local students and families during AVID Community Night on April 23, 2026.
	3. Increase outreach and education regarding financial assistance.	a) Increase awareness of Harney District Hospital's Financial Assistance Policy and Medicaid enrollment support services. A large (quarter-page) color ad highlighting Harney District Hospital's Financial Assistance Policy and Medicaid enrollment support services was published in the Burns Times-Herald (local newspaper) January 28, 2026, and February 4, 2026. The ad was also published to the hospital's social media pages (Facebook and Instagram) February 6, February 23, March 19, March 23, March 31, April 13, April 29, and May 19, 2026.

Harney County Health District Implementation Plan

Progress Report June 2026

	4. Increase communication and collaboration with community partners.	a) Host quarterly meetings with community partners to share updates and discuss opportunities to collaborate, provide support, and share resources. This effort has not been started yet, but it was added as a metric/goal on the Marketing Department's Quality Scorecard.
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Need/Concern Identified	Goals 2025-2028	Strategies
Behavioral Health <i>Behavioral health refers to the connection between your behaviors and your overall mental and physical well-being, encompassing mental health, emotional resilience, and substance use issues</i>	1. Optimize utilization of behavioral health services.	a) Develop a robust education campaign to inform on behavioral health services offered by Harney County Health District. This effort has not been started yet. b) Collaborate with other behavioral health providers in our community to increase access to care. Harney District Hospital's Quality Care Coordinator has been instrumental in increasing collaboration and coordination with other behavioral health providers in our community. She regularly (at least weekly, but sometimes daily) communicates with providers at Symmetry Care Inc. to increase patient access to care. Harney District Hospital also established a relationship with Mindoula Health to provide telehealth services for behavioral health. A representative from Mindoula is planning to do a site visit in August 2026. c) Evaluate and optimize processes for referring patients to behavioral health services and increase "warm handoffs" whenever possible. This process has not been started yet, but collaboration and coordination with other behavioral health providers in our community is ongoing.

Harney County Health District Implementation Plan

Progress Report June 2026

	2. Begin integrating Trauma Informed Care (TIC) into Harney County Health District practices. <i>TIC integrates knowledge of the widespread impact of psychological trauma into healthcare policies, culture, environment, and care processes.</i>	a) Require all health district employees to complete Trauma Informed Oregon's online training modules. This effort has not been started yet.
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Need/Concern Identified	Goals 2025-2028	Strategies
Wellness	1. Support the development of lifelong healthy habits by emphasizing the importance of nutrition and exercise.	a) Partner with community organizations to create a directory of year-round/indoor exercise opportunities. Publish the directory to Harney District Hospital's website. Create a robust education campaign to advertise the exercise directory. Follow up with community organizations twice a year to ensure the directory remains accurate and up-to-date. This effort has not been started yet.
		b) Provide outreach and education to athletes at Burns and Crane schools. Emphasize the importance of proper nutrition toward health, wellness, and athletic performance. Encourage student athletes to eat nutritious snacks before practices. Harney District Hospital's Athletic Trainer has been instrumental in providing outreach and education to student athletes at Burns and Crane schools. She regularly works alongside local coaching staff to emphasize the importance of proper nutrition toward health, wellness, and athletic performance.
		c) Provide community outreach regarding the importance of proper nutrition. Harney District Hospital's Athletic Trainer regularly educates students at Burns and Crane schools about the importance of proper nutrition. During the Community Mental Wellness Fair, Harney District Hospital

Harney County Health District Implementation Plan

Progress Report June 2026

		staff provided handouts explaining how proper nutrition can help support mental health and wellness. Handouts regarding the 5-1-1-0 nutrition framework are given to families during Well Child exams. This nutrition framework helps children and families create healthy habits by encouraging them to eat five or more servings of fruits and vegetables, get one hour or less of screen time, get one or more hours of physical activity, and consume zero sugar-sweetened beverages each day.
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Wellness	2. Promote and encourage preventative care.	a) Create a robust education campaign to promote health screenings such as mammograms and colonoscopies. This effort has not been started yet. b) Create a robust education campaign to encourage community members to “know their numbers” (blood pressure, blood sugar, cholesterol, and body mass index). This effort has not been started yet.
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