Community Health Needs Assessment
Summary and Implementation Strategy

Pawhuska Hospital Inc.

September 2025

Contents

Introduction

New requirements for nonprofit, 501 (c)(3), hospitals were enacted under the Patient Protection and Affordable Care Act (ACA), passed on March 23, 2010. One of the most significant of the new requirements is the Community Health Needs Assessment (CHNA) that must be conducted during taxable years after March 23, 2012 and submitted with IRS form 990. A CHNA must then be completed every three years following.

The IRS has made strides in defining hospitals that must complete the CHNA as well as details of what is expected in the CHNA report to be submitted. At this time the only entities that must complete the CHNA are hospital organizations defined as:

- An organization that operates a State-licensed hospital facility
- Any other organization that the Secretary determines has the provision of hospital care as its principal function or purpose constituting the basis for its exemption under section 501 (c)(3).

The general goal behind the requirement is to gather community input that leads to recommendations on how the local hospital can better meet and serve residents' needs. The community input is typically derived from a community survey and a series of open meetings. Local health data are presented. Community members then identify and prioritize their top health needs.

After listening to community input, the hospital defines an implementation strategy for their specific facility. The implementation strategy is a written plan that addresses each of the health needs identified in the community meetings. To meet Treasury and IRS guidelines an implementation strategy must:

- Describe how the hospital facility plans to meet the health need, or
- Identify the health need as one the hospital facility does not intend to meet and explain why the hospital facility does not intend to meet the health need[1]

After the needs are identified that the hospital can address, the implementation strategy must consider specific programs, resources, and priorities for that particular facility. This can include existing programs, new programs, or intended collaboration with governmental, nonprofit, or other health care entities within the community.[2]

The facility must make the recommendations and implementation strategy widely available to community members. The facility must adopt the implementation strategy in that same taxable year.

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[1] Internal Revenue Service. 2011. Notice and Requests for Comments Regarding the Community Health Needs Assessment Requirements for Tax-Exempt Hospitals. Internal Revenue Bulletin: 2011-30.

[2] Ibid

Pawhuska Hospital, Inc.

Pawhuska Hospital, Inc. makes this program available free of charge. Pawhuska Hospital, Inc. works closely with the community members to develop an economic impact of the local health sector, develop and analyze a local health services survey, and gather and analyze local health data. The community meetings are facilitated by a resource team that includes key members of the Pawhuska Hospital staff.

After the meetings conclude, the resource team develops an implementation strategy. After implementation, the resource team will assist in evaluation of the strategies implemented and provide continued assistance with data and resources.

This document discusses the steps taken to conduct a CHNA for Pawhuska Hospital in 2025. It begins with a description of the hospital's steps to addressing priorities identified during the 2022 CHNA along with the impacts, followed by a description of the medical service area, including a demographic analysis, and then summarizes each meeting that took place during the CHNA process. The report concludes by listing the recommendations that came out of the process and presenting the hospital's implementation strategy and marketing plan.

This report along with the implementation strategy was presented and approved by the governing board on September 25, 2025.

Previous Community Health Needs Assessment- Priorities, Implementation, and Evaluation

Pawhuska Hospital worked with the Oklahoma Office of Rural Health in 2022 to complete their 2022 Community Health Needs Assessment. During that time, health concerns were identified by community members and then prioritized by community members in focus group-style meetings. The following identifies each priority, implementation taken, and an evaluation or impact of the implementation.

It must be noted that the Covid-19 pandemic greatly impacted the implementation of some of the priorities and outreach opportunities during 2020 to present.

Area of concern: Expansion of Services

Activity 1: In response to priorities identified in the previous Community Health Needs Assessment, the hospital has expanded its outpatient physical therapy facilities to improve access and accommodate growing demand.

Activity 2: Recognizing the importance of early intervention services for children, the hospital has also initiated development efforts to enhance access to outpatient pediatric speech therapy. These actions reflect our ongoing commitment to addressing community health needs through targeted investments and service expansion.

Area of concern: Life Skills

Activity 1: the hospital established a partnership with the Osage Nation's TANF program to create an employment pipeline that equips beneficiaries with skills for future roles within the hospital. As part of this collaboration, the hospital will also host clinical rotations for tribal members currently enrolled in physical therapy programs, supporting both workforce development and culturally competent care delivery.

Activity 2: To further support community health and workforce development, the hospital has established partnerships with area educational and training programs to host nursing, therapy, and other clinical internship students. These collaborations not only strengthen the local healthcare workforce pipeline but also provide valuable life skills and career pathways for students, contributing to long-term community well-being and economic resilience.

Area of concern: Substance Abuse

Activity 1: As part of its commitment to addressing substance abuse the hospital has developed and implemented comprehensive policies and procedures for routine substance use screenings. These screenings are now integrated into patient care workflows to help identify individuals at risk for substance misuse. By proactively identifying these factors, the hospital is better positioned to connect patients with appropriate support services, behavioral health resources, and community-based programs. This initiative reflects a strategic shift toward prevention, early intervention, and holistic care, ensuring that substance use is addressed not only as a clinical issue but within the broader context of each patient's life circumstances.

Activity 2: The hospital has implemented routine Social Determinants of Health (SDOH) screenings as a proactive strategy to identify and address factors contributing to substance abuse within the community. These screenings help uncover underlying issues such as housing instability, unemployment, food insecurity, and lack of access to transportation, conditions that often correlate with increased risk of substance use and hinder recovery efforts. By integrating SDOH assessments into patient care, the hospital can more effectively connect individuals to supportive services and resources, including behavioral health care, social services, and community-based recovery programs. This approach reflects a commitment to treating substance abuse through a holistic lens, recognizing that sustainable recovery often depends on addressing the broader life challenges patients face.

Pawhuska Hospital Medical Services Area Demographics

Figure 1 displays the Pawhuska Hospital medical services area. Pawhuska Hospital and all area hospitals are delineated in the figure. The surrounding hospitals are identified in the table below by county along with their respective bed count.

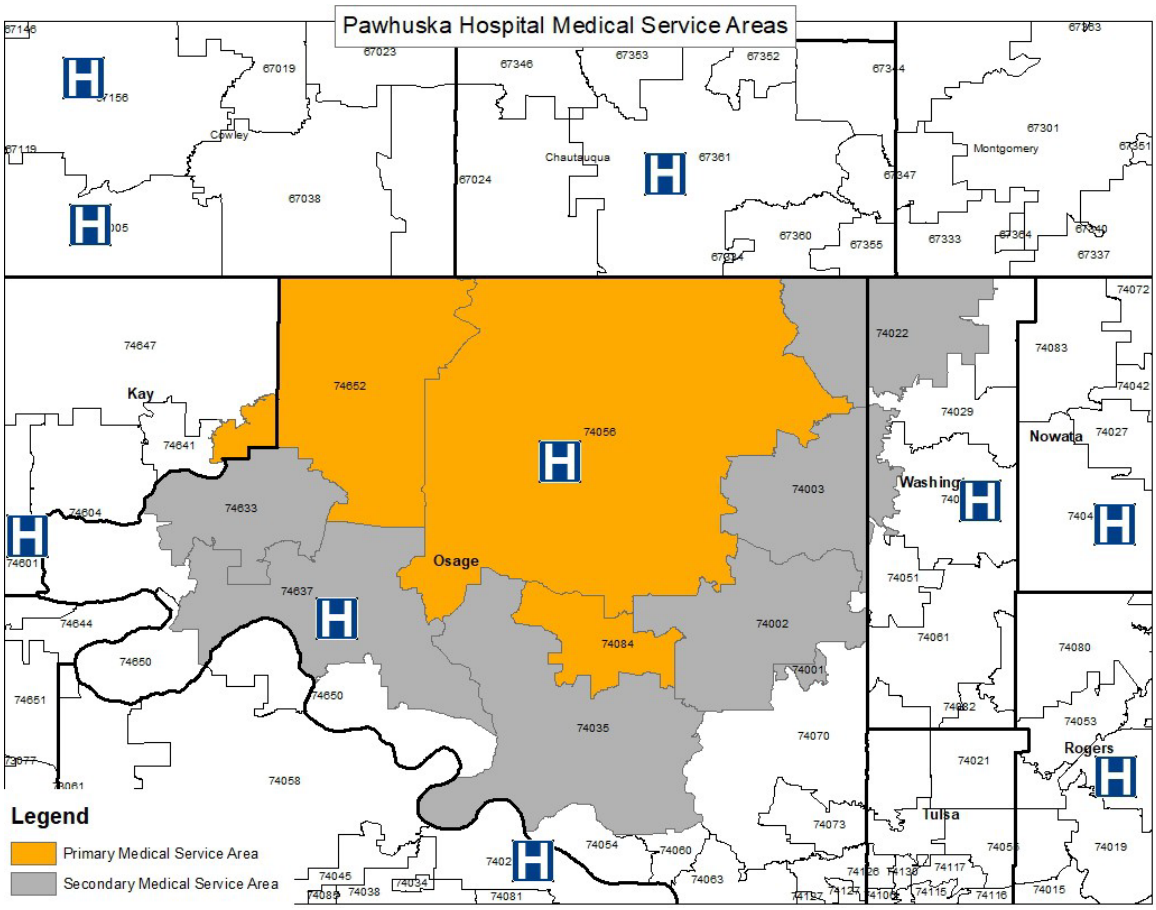


Figure 1. Pawhuska Hospital Medical Service Areas

City	County	Hospital	No. of Beds
Ponca City	Kay	Alliance Health Ponca City	140
Nowata	Nowata	Jane Phillips Nowata Health Center, Inc.	25
Fairfax	Osage	Fairfax Community Hospital	15
Pawhuska	Osage	Pawhuska Hospital, Inc.	25
Cleveland	Pawnee	Cleveland Area Hospital	14
Claremore	Rogers	Hillcrest Hospital Claremore	81
Bartlesville	Washington	Jane Phillips Memorial Medical Center, Inc.	140
Sedan, KS	Chautauqua, KS	Sedan City Hospital	n/a
Arkansas City, KS	Cowley, KS	South Central Kansas Medical Center	n/a
Winfield, KS	Cowley, KS	William Newton Hospital	n/a

As delineated in Figure 1, the primary medical service area of Pawhuska Hospital includes the zip code areas of Pawhuska, Shidler, and Wynona. The primary medical service area experienced a population decrease of 21.25 percent from the 2010 Census to the 2020 Census (Table 1). This same service area experienced another decrease in population of 1.18 percent from the 2020 Census to the latest available 2024 Census data, Us Bureau of Census.

The secondary medical services area is comprised of the zip code areas Burbank, Hominy, Barnsdall, Avant, Bartlesville, Fairfax and Copan. The secondary medical service area experienced a increase in population of 1.74 percent from 2010 to 2020 followed by a population increase of 2.17 percent from 2020 to the latest available 2024 Census data, US Bureau of Census.

Table 1. Population of Pawhuska Hospital Medical Service Area

Population by Zip Code		Population				% Change		
		2000	**2010**	**2020**	**2024**	**00-10**	**10-20**	**20-24**
Primary Medical Service Area								
74056	Pawhuska	3660	3584	2988	2923	-2.12%	-19.95%	-2.22%
74652	Shidler	517	441	326	331	-17.23%	-35.28%	1.51%
74084	Wynona	517	437	366	383	-18.31%	-19.40%	4.44%
Total		**4694**	**4462**	**3680**	3637	-5.20%	-21.25%	-1.18%
Secondary Medical Service Area								
74633	Burbank	155	141	122	125	-9.93%	-15.57%	2.40%
74035	Hominy	3950	3565	3328	3286	-10.80%	-7.12%	-1.28%
74002	Barnsdall	1320	1243	1032	975	-6.19%	-20.45%	-5.85%
74001	Avant	371	320	301	302	-15.94%	-6.31%	0.33%
74003 -06	Bartlesville	34863	35750	37281	38355	2.48%	4.11%	2.80%
74637	Fairfax	1572	1380	1133	1102	-13.91%	-21.80%	-2.81%
74022	Copan	800	733	701	729	-9.14%	-4.56%	3.84%
Total		**43031**	**43132**	**43898**	**44874**	0.23%	1.74%	2.17%

SOURCE: US Bureau of Census, Decennial Census 2000, 2010, 2020 and 2024 (August 2025)

Table 2 displays the current existing medical services in the primary service area of the Pawhuska Hospital medical services area. Most of these services would be expected in a service area of Pawhuska's size: three physician offices, two dental offices, one chiropractic office, two home health providers, one EMS provider, a county health department, three mental health and counseling providers, and one pharmacy. Pawhuska Hospital is a 25-bed critical access facility located in Osage County. The hospital provides acute inpatient services, observation, swing bed, respite care, inpatient dialysis, wound care, and physical, speech and occupational therapy. Outpatient services include laboratory, radiology, emergency department, clinic services, physical therapy and Geri-psych. A complete list of hospital services and community involvement activities can be found in Appendix A.

Table 2. Existing Medical Services in Pawhuska Hospital Medical Services Area

Count	Service
1	Hospital: Pawhuska Hospital, Inc.
3	Physician offices and clinics
2	Dental offices
1	Chiropractic office
2	Home health providers
1	EMS provider
1	County Health Department: Osage County
3	Mental health and counseling providers
2	Pharmacy

In addition to examining the total population trends of the medical service areas, it is important to understand the demographics of those populations. Table 3 displays trends in age groups for the primary and secondary medical service areas as well as Osage County in comparison to the state of Oklahoma. The age distribution across the Pawhuska Hospital Medical Service Areas, Osage County, and Oklahoma reveals a predominantly aging population, particularly in towns like Pawhuska and Shidler, where residents aged 65 and older represent a significant portion of the community. Adults aged 25–64 make up the largest share of the population overall, indicating a stable working-age demographic that may transition into senior age brackets in the coming years. Children under 5 are generally underrepresented, with most towns reporting less than 5% in this age group, except for Burbank, which shows a notably high percentage of young children at 12.9%, suggesting a younger or growing family base. Young adults aged 20–24 are consistently low across all areas, pointing to potential outmigration for education or employment. These trends highlight the need for expanded senior services, workforce retention strategies, and targeted support for young families in specific communities.

Table 3. Percent of Total Population by Age Group for Pawhuska Hospital Service Areas, Osage County and Oklahoma

Percent of Total Populationby Age Group for Pawhuska Hospital Medical Service Areas, Osage County, and Oklahoma

Age Groups	Primary Service Area			Secondary Medical Service Area							
	Pska	Shidler	Wynona	Burbank	Hominy	Barnsdall	Avant	Bville	Bville	Fairfax	Copan
2023 Census	74056	74652	74084	74633	74035	74002	74001	74003	74006	74637	74022
Under 5	3.3%	3.3%	6.2%	12.9%	4.2%	3.8%	7.1%	7.2%	6.1%	4.5%	3.2%
5-9	5.9%	8.3%	1.5%	4.4%	3.4%	8.4%	4.3%	7.1%	6.5%	3.7%	4.2%
10-14	7.4%	6.4%	1.0%	14.1%	4.5%	8.3%	6.8%	7.1%	7.1%	6.9%	9.1%
15-19	5.6%	5.2%	4.9%	18.3%	2.7%	8.4%	7.1%	5.9%	7.2%	3.5%	5.2%
20-24	6.2%	4.2%	5.7%	2.3%	6.3%	9.2%	5.7%	5.2%	6.1%	3.7%	4.0%
25-44	24.6%	20.3%	16.0%	23.6%	31.2%	17.2%	19.5%	29.0%	23.4%	21.4%	19.9%
45-64	27.7%	20.4%	19.3%	15.6%	27.7%	25.8%	34.3%	24.0%	21.2%	32.9%	26.6%
65+	19.5%	31.8%	45.6%	8.9%	20.2%	18.9%	15.2%	14.5%	22.3%	23.5%	27.8%
Total Population	100.2%	99.9%	100.2%	100.1%	100.2%	100.0%	100.0%	100.0%	99.9%	100.1%	100.0%

	Osage County	Oklahoma
Under 5	4.80%	5.9%
5-9	5.30%	6.8%
10-14	7.10%	6.9%
15-19	6.30%	7.2%
20-24	5.20%	7.0%
25-44	23.30%	26.6%
45-64	27.10%	22.9%
65+	20.90%	16.7%
Total Population	100.00%	100.0%

Source: US Census Bureau Census - American Community Service data 2023 (5 yr average)
Aug-25

Changes in racial and ethnic groups can impact on the delivery of healthcare services, largely due to language barriers and dramatically different prevalence rates for specific diseases, such as diabetes. The Native American population remains a significant demographic group in the region. Osage County reports 11.4% Native American residents, well above the state average of 7.7%. The primary medical service area includes towns like Pawhuska (22% Native American), Wynona (12%), and Shidler (6%), while the secondary area includes communities such as Hominy, Avant, Fairfax and Copan with similarly high Native American representation. These figures highlight the importance of maintaining and enhancing healthcare services that are culturally responsive and accessible to Native American populations.

In terms of racial composition, the White population continues to be the majority but shows signs of decline in several towns. For example, Hominy reports only 54% White residents, compared to the state average of 69.7%. This shift, along with the growing diversity in racial and ethnic groups, reinforces the need for inclusive healthcare strategies that address language barriers, cultural differences, and disease prevalence disparities.

Table 4. Percent of Total Population by Race and Ethnicity for Pawhuska Hospital Medical Service Areas, Osage County and Oklahoma

Percent of Total Population by Race for Pawhuska Hospital Medical Service Areas, Osage County, and Oklahoma

Age Groups	Primary Service Area			Secondary Medical Service Area							
	Pska	Shidler	Wynona	Burbank	Hominy	Barnsdall	Avant	Bville	Bville	Fairfax	Copan
	74056	74652	74084	74633	74035	74002	74001	74003	74006	74637	74022
White	65.0%	79.0%	73.0%	82.0%	54.0%	64.0%	83.0%	71.0%	77.0%	62.0%	71.0%
Black	1.0%	1.0%	0.0%	0.0%	8.0%	1.0%	0.0%	5.0%	2.0%	3.0%	1.0%
Native American	22.0%	6.0%	12.0%	4.0%	19.0%	15.0%	19.0%	10.0%	7.0%	21.0%	16.0%
Other	11.0%	14.0%	14.0%	14.0%	5.0%	20.0%	3.0%	12.0%	3.0%	14.0%	12.0%
Multiple Races					15.0%				7.0%		
Total Population	99.0%	100.0%	99.0%	100.0%	101.0%	100.0%	105.0%	98.0%	96.0%	100.0%	100.0%

	Osage County	Oklahoma
White	63.8%	69.7%
Black	10.8%	7.2%
Native American	11.4%	7.7%
Other	12.5%	10.0%
Total Population	98.5%	94.6%

Source: Demographics US - Osage County Aug-25

Summary of Community Input for CHNA

Pawhuska Hospital hosted a single community input meeting where highlights of all of the data were presented. Meeting attendees also received a copy of the full data along with their meeting invitation. The meeting was held on September 23, 2025. All stakeholders received all the typical primary and secondary data prior to their respective meetings. The presentations and handouts can be found in Appendices C-E. The Pawhuska Hospital facilitated the gathering of the secondary data, the completion of the survey, and the community meeting. Community members who were included to provide input:

- Pawhuska Hospital representatives
- Pawhuska Family Medical Clinic representative
- Cohesive Healthcare representative
- Community Member

The hospital advertised the community meeting on social media, placed flyers around town, and shared flyers at City Hall, local fire station, and several local businesses. Therefore, those invited include business leaders and those with significant involvement and understanding of the local community. Also, significant effort was placed on including representatives from the public health sector and those who serve the underserved, low-income or racially diverse populations to gain their perspective of needs in the community.

Pawhuska Hospital held targeted interviews to gather feedback and input from key stakeholders who were not present at the community meeting. The interviews were conducted via email, and the participants contacted included:

- Osage County Health Department
- The Osage Nation

Economic Conditions of Osage County and Economic Impact of Health Sector

Economic indicators for Osage County reveal both strengths and challenges that directly influence community health outcomes and access to care. In 2023, Osage County reported a total personal income of $2.57 billion, with a per capita income of $56,152, slightly above the state average of $53,217. Employment stood at 18,245, with 1,032 individuals unemployed, resulting in an unemployment rate of 5.4%, higher than the state rate of 4.6%.

The poverty rate in Osage County was 15.2% in 2023 and decreased to 14.8% in 2024. Individuals under 18 living in poverty were 22.8% in 2023 and decreased to 21.9% in 2024, both figures exceeding state and national averages. These elevated poverty levels, particularly among youth, suggest increased vulnerability to poor health outcomes and limited access to preventive care.

Transfer payments in 2023, which include government assistance such as Social Security, Medicare, and Medicaid, accounted for $0.72 billion, or 28.0% of total personal income in the county. Of these transfers, 41.3% were medical benefits, indicating a substantial reliance on public health programs to meet healthcare needs. In 2024, Osage County saw modest economic growth:

- Total personal income rose to $2.68 billion
- Per capita income increased to $58,014
- Employment rose slightly to 18,510, while unemployment dropped to 980, lowering the unemployment rate to 5.0%
- Poverty rate decreased to 14.8%, with 21.0% of youth under 18 still living in poverty
- 2024 Transfer payments increased to $0.75 billion, maintaining a 28% share of total income, with 40% allocated to medical benefits

These figures reflect gradual economic improvement but also highlight persistent socioeconomic disparities. The high proportion of income derived from transfer payments and the elevated youth poverty rate underscore the need for sustained investment in public health infrastructure, social services, and economic development initiatives to improve health equity across Osage County. All economic indicators can be found in Table 5.

Table 5. Economic Indicators for Osage County, the State of Oklahoma and the Nation

Indicator	Osage County, OK	State of Oklahoma	United States
Total Personal Income (2023)	$2.57 billion	$213.9 billion	$22.8 trillion
Per Capita Income (2023)	$56,152	$53,217	$65,423
Employment (2023)	18245	nan	nan
Unemployment (2023)	1032	nan	nan
Unemployment Rate (2023)	5.4%	4.6%	3.7%
Poverty Rate (2023)	15.2%	14.3%	11.5%
Under 18 Poverty Rate (2023)	22.8%	20.1%	16.9%
Transfer Payments (2023)	$0.72 billion	nan	nan
Transfer Payments % of Income (2023)	28.0%	28.1%	21.5%
Medical Benefits % of Transfers (2023)	41.3%	nan	42.1%
Total Personal Income (2024)	$2.68 billion	$221.5 billion	$23.6 trillion
Per Capita Income (2024)	$58,014	$55,102	$67,890
Employment (2024)	18510	nan	nan
Unemployment (2024)	980	nan	nan
Unemployment Rate (2024)	5.0%	4.4%	3.5%
Poverty Rate (2024)	14.8%	13.9%	11.2%
Under 18 Poverty Rate (2024)	21.9%	19.5%	16.2%
Transfer Payments (2024)	$0.75 billion	nan	nan
Transfer Payments % of Income (2024)	28.0%	27.9%	21.2%
Medical Benefits % of Transfers (2024)	40.8%	nan	41.7%

Educational attainment and school system capacity in Osage County reflect several challenges that may influence long-term health outcomes and economic mobility. According to recent data in Table 6:

- The high school graduation rate in Osage County is 88%, slightly below the state average of 89%, indicating a need for continued support in secondary education completion.
- Only 18% of residents hold a bachelor's degree, compared to 26% statewide, placing Osage County below average in higher education attainment. This gap may limit access to higher-paying jobs and reduce health literacy across the population.
- Public school enrollment in Osage County stands at 4,500 students, significantly lower than the statewide enrollment of 701,301, reflecting the county's rural and low-density population.
- The county operates 15 public schools with a total of 300 teachers, compared to 1,781 schools and 42,124 teachers statewide, classifying Osage County as a small district with limited staffing.

These educational indicators suggest that Osage County may benefit from targeted investments in early childhood education, college readiness programs, and teacher recruitment and retention strategies. Strengthening educational infrastructure can have a direct impact on community health by improving employment opportunities, reducing poverty, and enhancing access to health information and services.

Table 6. Education Data for Osage County and the State of Oklahoma

Category	Osage County	Oklahoma State Average	Osage County Ranking
High School Graduation Rate (%)	88	89	Below Average
Bachelor's Degree Attainment (%)	18	26	Below Average
Public School Enrollment	4500	701301	Low Enrollment
Number of Schools	15	1781	Small District
Number of Teachers	300	42124	Small Staff

Table 7 includes payer source data for Osage County residents in comparison to the state. Insurance coverage in Osage County generally exceeds the state average across most age groups. Among individuals under 18, 92.95 percent are insured in Osage County compared to 92.5 percent statewide, indicating slightly better coverage for children. For adults under 65,

Osage County again shows a marginal advantage with 83.78 percent insured versus 81.78 percent in Oklahoma. In both county and state categories, the uninsured rate for these age groups remains consistent at 7.05 percent for children and 16.22 percent for adults under 65. Coverage for seniors aged 65 and older is nearly universal, with 99.30 percent insured in both Osage County and the state, likely due to widespread Medicare enrollment.

Table 7. Payer Source Data for Osage County and the State of Oklahoma

Payer Source Data for Osage County and State of Oklahoma

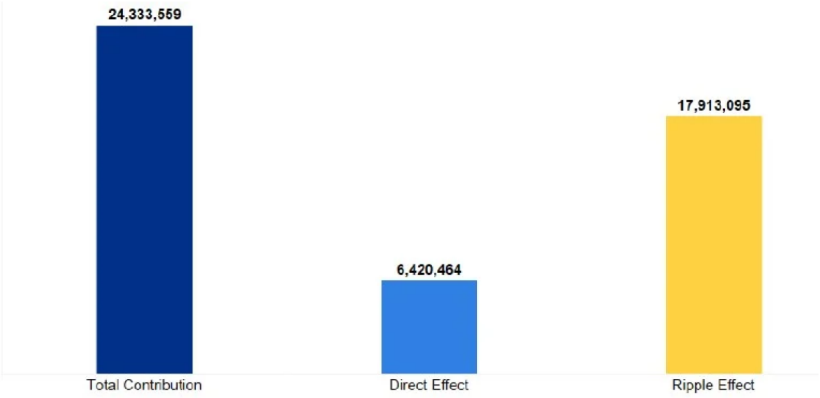
Indicator	Osage County	Oklahoma
Percent Insured Under 18	92.95%	92.50%
Percent Uninsured Under 18	7.05%	7.05%
Percent Insured Under 65	83.78%	81.78%
Percent Uninsured Under 65	16.22%	16.22%
Percent Insured over 65	99.30%	99.30%
Percent Uninsured over 65	0.70%	0.70%

Source: US Census Bureau ACS 1 year Estimate 2023

Table 8 below summarizes the potential economic impact of the health sector. As part of the assessment, local healthcare providers reported their employment figures, including the number of professionals such as physicians, optometrists, dentists, and pharmacists. The Pawhuska health sector supports approximately 346 full-time equivalent (FTE) positions. Of these, Pawhuska Hospital accounts for 88 FTEs and contributes significantly to the local economy with an annual gross payroll of $5,615,455.28. This data underscores the health sector's role not only in delivering essential services but also in sustaining local employment and economic stability.

Community hospitals play a vital role in both healthcare delivery and economic sustainability across the United States. In 2022, these institutions supported a total of 24.3 million jobs, demonstrating their expansive impact beyond direct patient care. Of these, approximately 6.4 million jobs were direct positions within hospitals, including both full-time and part-time staff. The remaining 17.9 million jobs were generated through ripple effects, indirect employment in industries that supply goods and services to hospitals or benefit from hospital-related spending. This economic multiplier effect highlights the broader significance of community hospitals as engines of local and national economic activity. Defined as non-federal, short-term general and specialty hospitals open to the public, community hospitals not only provide essential health services but also serve as major employment hubs. The data, sourced from the 2022 American Hospital Association Annual Survey and calculated using Lightcast multipliers, underscores the importance of sustaining and investing in these institutions to support both public health and economic resilience.

Table 8. Economic Impact of the Health Sector



Source: This analysis used 2022 data from the American Hospital Association Annual Survey and applied 2022 Lightcast multipliers (released in 2023) to calculate economic impact.

Notes:

(1) Due to rounding, the sum of the direct and ripple effects may not equal the total economic contribution.

(2) Direct Effect includes full-time and part-time hospital jobs.

(3) Community hospitals include all non-federal, short-term general and specialty hospitals whose facilities and services are available to the public.

Health Data

Based on the 2025 County Health Rankings, Osage County, Oklahoma faces several public health challenges but also shows areas of relative strength. In the Health Behaviors category, adult smoking and obesity rates remain high at 22% and 38%, respectively, exceeding both state and national benchmarks. Physical inactivity affects 35% of residents, and only 38% have access to exercise opportunities. Rates of excessive drinking and alcohol-impaired driving deaths are slightly above national averages. The county also reports 430 cases of sexually transmitted infections per 100,000 people and a teen birth rate of 20 per 1,000 females aged 15–19.

In terms of Clinical Care, Osage County has limited provider availability, with ratios of 5,100:1 for primary care physicians and 3,200:1 for dentists, far below national standards. Mental health provider access is also limited at 1,200:1. Preventable hospital stays are high, and screening rates for mammography and flu vaccinations are low, indicating gaps in preventive care.

Social and Economic Factors show mixed outcomes. High school graduation rates are strong at 90%, but only 56% of adults have some college education. Unemployment stands at 5%, and 16% of children live in poverty. Income inequality and single-parent household rates mirror state averages. Social association levels are low, and the violent crime rate is 270 per 100,000, below the state average but above national benchmarks.

The Physical Environment presents notable concerns. Air pollution levels are elevated at 11.1 $\mu g/m^3$, and the county has reported drinking water violations. Severe housing problems affect 11% of households, and 82% of residents drive alone to work, with 39% enduring long commutes.

This data underscores the need for targeted interventions in healthcare access, chronic disease prevention, and environmental health to improve overall community well-being in Osage County.

Table 9. Health Factors

Category	Indicator	Osage County	Error Margin	Top U.S. Performers	Oklahoma
Health Behaviors (Rank: 53)					
	Adult Smoking	22%	20–24%	14%	18%
	Adult Obesity	38%	36–40%	30%	36%
	Food Environment Index	6.6		8.8	5.9
	Physical Inactivity	35%	32–38%	23%	32%
	Access to Exercise Opportunities	38%		86%	66%
	Excessive Drinking	18%	17–19%	15%	15%
	Alcohol-Impaired Driving Deaths	22%	15–30%	10%	25%
	Sexually Transmitted Infections	430		162	610
	Teen Births	20	17–22	11	30
Clinical Care (Rank: 43)					
	Uninsured	15%	13–17%	6%	16%
	Primary Care Physicians	5,100:1		1,010:1	1,600:1
	Dentists	3,200:1		1,210:1	1,550:1
	Mental Health Providers	1,200:1		250:1	230:1
	Preventable Hospital Stays	3,700		2,233	4,300
	Mammography Screening	35%		52%	41%
	Flu Vaccinations	36%		55%	48%
Social & Economic Factors (Rank: 32)					
	High School Graduation	90%	88–92%	94%	90%
	Some College	56%	52–60%	74%	61%
	Unemployment	5%		3%	5%
	Children in Poverty	16%	10–23%	9%	18%
	Income Inequality	4.5	4.1–4.8	3.7	4.5
	Children in Single-Parent Households	25%	21–29%	14%	25%
	Social Associations	9.3		18.1	11.4
	Violent Crime Rate	270		63	420
	Injury Deaths	92	80–104	61	94
Physical Environment (Rank: 77)					
	Air Pollution – Particulate Matter	11.1		5.9	9.4
	Drinking Water Violations	Yes		No	Yes
	Severe Housing Problems	11%	10–13%	9%	13%
	Driving Alone to Work	82%	80–85%	72%	81%
	Long Commute – Driving Alone	39%	36–42%	16%	26%

Source: County Health Rankings & Roadmaps; University of Wisconsin Population Health Institute; Robert Wood Johnson Foundation

In terms of health outcomes, considering today's health, Osage County's ranking is 26th in the state. Health outcomes are comprised of two areas: length of life and quality of life. The variables for each of these sections are presented in Table 10.

Table 10. Health Outcomes

Category (Rank)	Osage County	Error Margin	Top U.S. Performers	Oklahoma Average
Length of Life (Rank 19)				
Premature Death (YPLL)	8,700	8,000–9,400	5,200	9,600
Quality of Life (Rank 33)				
Poor or Fair Health	22%	20–24%	15%	21%
Poor Physical Health Days	4.6	4.4–4.8	3.4	4.6
Poor Mental Health Days	5.1	4.9–5.3	4.0	5.0
Low Birth Weight	7%	6–8%	6%	8%

Source: County Health Rankings & Roadmaps 2025 Oklahoma Data Sheet; Public Health Institute of Oklahoma; Association of Schools and Programs of Public Health (ASPPH)

Community Survey Methodology and Results

A survey was designed to gauge hospital usage, satisfaction, and community health needs. The survey link was made available on the hospital's website and Facebook page. Hard copy surveys were available at the hospital and clinic. A copy of the survey form and results can be found in Appendix E. Community members were asked to return their completed surveys to Pawhuska Hospital.

The survey ran from July 30, 2025 to September 18, 2025. A total of 31 surveys from the Pawhuska Hospital medical service area were completed. Of the surveys returned, all were completed via MS Forms. Table 11 below shows the survey respondent representation by zip code. The largest share of respondents was from the Pawhuska (74056) zip code with 18 responses or 58.06% of the total. Bartlesville (74006) followed with 3 responses.

Table 11. Zip Code of Residence

Zip Code	No.	%
74056 - Pawhuska	18	58.06
74006 - Bartlesville	3	9.68
74029 - Dewey	2	6.45
74070 - Skiatook	1	3.23
74652 - Shidler	1	3.23
74105 - Tulsa	1	3.23
67361 - Sedan	1	3.23
76067 - Mineral Wells	1	3.23
74035 -Hominy	1	3.23
74003 - Bartlesville	1	3.23
74084 - Wynona	1	3.23
Total	31	100

The survey focused on several health topics of interest to the community. Highlights of the results include:

Primary Care Physician Visits

- 77.42% of respondents used a PCP in the Pawhuska service area in the past 24 months
- 80.6% of those responded to being satisfied
- Only 17 respondents or 55% of the survey respondents believe there are enough primary care physicians practicing in the Pawhuska area
- 56% responded they use a primary care physician for routine care

Specialist Visits

Summary highlights include:

- 58% of all respondents report some specialists visit in past 24 months
- Most common specialty visited are displayed in Table 12
- No specialty visits were in Pawhuska

Table 12. Type of Specialist Visits

Specialist Type	City	Count	Percentage
Orthopedics	Tulsa	3	9.1%
Women's Health		5	15.2%
Pediatrics	Tulsa	1	3.0%
Cancer Care		1	3.0%
ENT	Bartlesville	9	27.3%
Electrician		1	3.0%
Weight Loss	Owasso	1	3.0%
Cardiology		5	15.2%
Urology	Tulsa	2	6.1%
Allergist	Bartlesville	1	3.0%
Audiology		1	3.0%
Pulmonology		1	3.0%
Pediatric ER/Hospital Stay		1	3.0%
Surgery		1	3.0%
Total*		**33**	**100%**

*Some respondents answere more than once

Hospital Usage and Satisfaction

Survey highlights include:

- 68% of respondents that have used hospital services in the past 24 months used Pawhuska Hospital
- Ascension and IHS (3%) followed
- The most common response for using a hospital other than Pawhuska Hospital was Close/More convenient location (33%), availability of specialty care (including surgery and labor and delivery) (4%) and physician referral (9%)
- 64.5% of survey respondents were satisfied with the services received at Pawhuska Hospital
- Most common services used at Pawhuska Hospital:
  - Emergency Room
  - Laboratory
  - Diagnostic Imaging

Figure 2. Summary of Hospital Usage and Satisfaction Rates

Response	Count	Percentage
Pawhuska Hospital	21	68%
IHS	1	3%
Ascension, St. John Medical	1	3%
Tulsa	1	3%
Ascension, Bailey Medical	1	3%
No facility name, no location	6	19%
Total	**31**	**100%**

How satisfied was your household with the services you received at Pawhuska Hospital?

Response	Count	Percentage
Satisfied	20	64.5%
Blank	7	22.6%
Don't know	3	9.7%
Dissatisfied	1	3.2%
Total	**31**	**100%**

Local Healthcare Concerns and Additional Services

When asked about their greatest health concerns in the community, survey respondents most frequently cited diabetes (16%) and mental health (16%), followed closely by obesity (13%) and substance abuse (12%). These findings suggest a strong community awareness of chronic disease and behavioral health challenges.

Equal concern for diabetes and mental health highlights the need for integrated approaches that address both physical and mental well-being. Obesity and substance abuse, also ranking highly, point to underlying lifestyle and social determinants that may require targeted prevention and education efforts. A full breakdown of responses is provided in Table 13.

Table 13. Top Concerns about Health in the Pawhuska Area

What concerns you most about health in the Pawhuska area?

Health Concern	Count	Percentage
Diabetes	22	16%
Substance abuse	17	12%
Obesity	18	13%
Mental health	23	16%
Heart disease	16	11%
Cancers	7	5%
Dental	8	6%
Accessing primary care	5	4%
Accessing specialty services	11	8%
Teen pregnancy	3	2%
Motor vehicle crashes	4	3%
Suicide	6	4%
Total	**140**	**100%**

Survey participants were asked to identify additional health and wellness services they would like to see offered in their community. The most frequent response, accounting for 65% of participants, was "Don't know" or no response. A detailed breakdown of all responses is provided in Table 14.

Table 14. Health & Wellness Services Respondents Would Like to See Offered in the Pawhuska Area

What additional health and wellness services would you like to see offered in the Pawhuska area?

Health Concern	Count	Percentage
Cardiac rehab	2	6%
Cardiology	1	3%
Mental Health	1	3%
After Hours Care/urgent care	1	3%
More specialty care	1	3%
Mental health services	1	3%
Suicide prevention	1	3%
MRI, Mammogram	1	3%
more access for fitness	1	3%
A gym for all ages including low impact classes.	1	3%
No response	20	65%
Total	**31**	**100%**

Community Health Needs- Identification of Priorities

A single community meeting was utilized to gather community input. A meeting of community stakeholders was held on September 23, 2025. Pawhuska Hospital presented and facilitated the meeting. A complete listing of individuals who participated is included in Appendix B.

Pawhuska Hospital also held targeted interviews to gather input from key stakeholders in the area who were not present at the August 28, 2025 community meeting. These interviews were accomplished via email. During the community meeting process and the interview process, participants were asked the following three questions:

- What are the top health needs of the patients/clients I serve?
- What are the top health needs of the greater community (outside of the hospital or clinic setting)?

The concerns listed were:

- Cardiac Rehab
- Technology's impact on health care
- Obesity
- Nutrition
- Mental Health
- Preventative Care
- Support for elderly services
- Access to employer sponsored healthcare
- Expanding patient access to care
- Community involvement
- Blood supply shortages

Pawhuska does have many strengths. Some of the sources of pride noted by community members include:

- Upgraded CT in the fall of 2022 after COVID
- Purchased new transportation for Strong Mind clients to attend sessions
- Provider is available on site 24/7- not called in
- Expanded telemetry services by increasing from 8 to 16 patient monitors
- Providers earned acute care certifications
- New providers with cardiology backgrounds
- They come together to help other agencies within the community
- The giving nature of the wealthiest in the county
- Rich native heritage
- Food bank and mobile food bank that provides food for families in Osage County- they have also invited members from DHS and Osage County Health Department to be a part of their efforts among their other community programs.
- The Osage Nation provides a wide range of services to the community
  - Community Health Infrastructure and Programs
  - Food and Nutrition Initiatives
  - Cultural Health

Implementation Strategy

Pawhuska Hospital Administration utilized these responses to generate the list of priorities based on the frequencies of responses, potential impact the hospital can have on these items, and the opportunity to collaborate with existing organizations and providers in the community. The following items were identified as priorities:

- Expansion of services- Improving patient access to care and expanding the functionality of existing healthcare departments. The hospital has started to develop access to cardiac rehab.
- Enhance the role of technology in improving healthcare access, delivery, and outcomes within the community- The hospital and clinic will continue to evaluate availability and use of telehealth services, electronic health records, and mobile health units.
- Infrastructure and Access -The aging hospital presents significant challenges to healthcare infrastructure and access. With limited physical space, the hospital struggles to accommodate essential services, including specialty care, rehabilitation programs, and modern diagnostic equipment. This restricts patient capacity, prolongs wait times, and forces many residents to seek care outside the region, often at great inconvenience and cost. Additionally, outdated infrastructure hampers the integration of telehealth and electronic health records, further widening the gap in care delivery. Addressing these limitations is critical to improving health outcomes and ensuring equitable access to comprehensive, culturally responsive healthcare.

Community Health Needs Assessment Marketing Plan

The hospital will make the Community Health Needs Assessment Summary and Implementation Strategy Plan available upon request at Pawhuska Hospital, and a copy will be available to be downloaded from the hospital's website (https://pawhuskahospital.com/).

Appendix A- Hospital Services/Community Benefits

Hospital Services/Community Benefits

Hospital Services are provided in inpatient and outpatient settings.

Inpatient Services:

Acute Inpatient
Observation Swing
Bed Respite Care
Inpatient Dialysis
Laboratory
Radiology -CT, EKG, Ultrasound
Medication Room
Wound Care Dietary
Respiratory Therapy
Social Services
Physical, Occupational & Speech Therapy

Outpatient Services:

Laboratory Radiology
Emergency Department
Physical therapy
Geri-psych
Wound care

Clinic:
Rural Health Clinic

Community Activities:

Holiday Events
Adopt a Child/Family
Year Book Ads
Chamber member
Chamber donor
Charitable giving to local organizations/events and school systems
Educational classes offered through PT Department
Career Fairs

Internal Hospital Activities:

Hospital website/social media

Memberships - professional, state and local Alliances or partnerships

Governance - Board of Directors

Staff- birthday celebrations, holiday celebrations

Advertisement- newspaper, football t-shirts, yearbook ads, flyers

Appendix B- Community Input Participants

Pawhuska Community Health Needs Assessment
Community Meeting Attendees
August 7, 2025

Name	Organization
Jason McBride	Pawhuska Hospital
Jill Gray	Pawhuska Hospital
Amanda Bray	Pawhuska Hospital
Melissa Cecena	Pawhuska Family Medical Clinic
Ben West	Community Member
Todd Williams	Cohesive Healthcare

Appendix C- Economic Impact

Pawhuska Hospital Economic Impact

Healthcare, especially hospitals, plays a vital role in the economy.

Pawhuska Hospital, including the Rural Health Clinic, **directly** employs 88 individuals with an annual payroll of over **$5.6 million.**

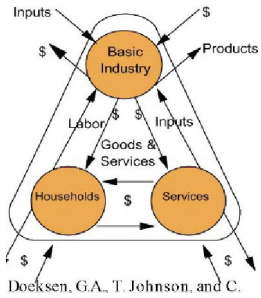
Other segments of the healthcare sector (Pharmacies, EMS, etc.) provide another **258 jobs** and millions more in wages.

Their interactions and transactions within the local economy, including the hospital's impact create:

- **Total health sector impacts= 346 jobs**
- Millions in retail sales generated from the presence of the health sector

Healthcare and Your Local Economy:

- Attracts retirees and families
- Appeals to businesses looking to establish and/or relocate
  - High-quality healthcare services and infrastructure
  - Foster community development
- Positive impact on retail sales of local economy



Docksen, G.A., T. Johnson, and C.

Consider what could be lost without the hospital:

- Pharmacies
- Other Healthcare Providers and Services
- Physicians/Specialists
- Potential Retail Sales

For additional information, please contact:
Jason McBride, Administrator

Appendix D- Osage County Health Indicators and Outcomes

Category	Indicator	Osage County	Error Margin	Top U.S. Performers	Oklahoma
Health Behaviors (Rank: 53)					
	Adult Smoking	22%	20–24%	14%	18%
	Adult Obesity	38%	36–40%	30%	36%
	Food Environment Index	6.6		8.8	5.9
	Physical Inactivity	35%	32–38%	23%	32%
	Access to Exercise Opportunities	38%		86%	66%
	Excessive Drinking	18%	17–19%	15%	15%
	Alcohol-Impaired Driving Deaths	22%	15–30%	10%	25%
	Sexually Transmitted Infections	430		162	610
	Teen Births	20	17–22	11	30
Clinical Care (Rank: 43)					
	Uninsured	15%	13–17%	6%	16%
	Primary Care Physicians	5,100:1		1,010:1	1,600:1
	Dentists	3,200:1		1,210:1	1,550:1
	Mental Health Providers	1,200:1		250:1	230:1
	Preventable Hospital Stays	3,700		2,233	4,300
	Mammography Screening	35%		52%	41%
	Flu Vaccinations	36%		55%	48%
Social & Economic Factors (Rank: 32)					
	High School Graduation	90%	88–92%	94%	90%
	Some College	56%	52–60%	74%	61%
	Unemployment	5%		3%	5%
	Children in Poverty	16%	10–23%	9%	18%
	Income Inequality	4.5	4.1–4.8	3.7	4.5
	Children in Single-Parent Households	25%	21–29%	14%	25%
	Social Associations	9.3		18.1	11.4
	Violent Crime Rate	270		63	420
	Injury Deaths	92	80–104	61	94
Physical Environment (Rank: 77)					
	Air Pollution – Particulate Matter	11.1		5.9	9.4
	Drinking Water Violations	Yes		No	Yes
	Severe Housing Problems	11%	10–13%	9%	13%
	Driving Alone to Work	82%	80–85%	72%	81%
	Long Commute – Driving Alone	39%	36–42%	16%	26%

Appendix E- Survey Form and Survey Results

Pawhuska Hospital Local Health Services Survey
Please return completed survey by August 31, 2025

Please mail completed survey to:
Pawhuska Hospital
1101 E. 15th St.
Pawhuska, OK 74056
or email
info@pawhuskahospital.com

The zip code of my residence is: _____

What is your current age: _____

How would you prefer to be notified of community events? (Please select all that apply)

☐ Newspaper ☐ Email ☐ Social media
☐ Radio ☐ Website

How satisfied are you with the availability of healthcare services in Pawhuska and the surrounding communities?

a. _____ Very Satisfied
b. _____ Satisfied
c. _____ Neutral
d. _____ Unsatisfied
e. _____ Very unsatisfied

Are there groups in Pawhuska and the surrounding communities that are unable to access adequate healthcare?

f. _____Yes
g. _____No

If yes, who are the groups of people? _____

How do you view the following healthcare topics in Pawhuska and the surrounding communities? (Check all that apply):

Description	**Above Average**	**Average**	**Needs Improvement**
Quality of hospital/clinic care			
Quality of physician/provider care			
Number of physicians/providers			
Cost of local healthcare			
Access to specialty care services			
Closeness/Convenience of services			
Timeliness of care			
Adequacy of technology			
Hours the physician/provider offices are open			
Access to Long Term Care			
Access to Emergency services			
Access to Urgent Care services			
Other			

What services are people accessing outside of the service area that, in your opinion, could or should be provided within Pawhuska and the surrounding communities?

Service	Accessing Outside of Pawhuska and the surrounding communities		Should be Provided in Pawhuska and the surrounding communities	
	Yes	No	Yes	No
Audiology				
Cancer Care				
Cardiology				
Endocrinology				
Mental/Behavioral health				
Obstetrics				
Pediatrics				
Urgent Care				
Orthopedics				
Ears, Nose, Throat				
Ophthalmology				
Sleep Disorders				
Urology				
Other:				
Other:				

Do you believe the following issues are a concern in Pawhuska and the surrounding communities?

Issue	Yes	No
Lack of physical fitness		
Incidence of obesity		
High blood pressure		
Proper nutrition		
Mental health		
Cancer		
Preventative care		
Emergency services (ambulance services)		
Services for the elderly		
Access to employer sponsored healthcare insurance		
Impact of technology on health (computers, tv, cell phone, tablets)		

What concerns you most about health in the Pawhuska area ***(Please select all that apply)*** ?

☐ Heart disease
☐ Cancers
☐ Diabetes
☐ Dental
☐ Teen Pregnancy
☐ Suicide
☐ Mental health
☐ Substance abuse
☐ Obesity
☐ Accessing primary care
☐ Accessing specialty services
☐ Motor vehicle crashes
☐ Other _____

What additional health and wellness services would you like to see offered in the Pawhuska area?

_____

Has your household used the services of a hospital in the past 24 months?

☐ Yes ☐ No ☐ Don't know

At which hospital(s) were services received?

☐ Pawhuska Hospital ☐ Other _____

If you responded that your household received care at a hospital other than Pawhuska Hospital, why did you or your family member choose that hospital?

☐ Physician referral
☐ Closer, more convenient location
☐ Insurance reasons
☐ Quality of care/Lack of confidence
☐ Availability of specialty care
☐ Other ***(Please list below)*** _____

If you responded that your household received care at Pawhuska Hospital, what hospital service(s) were used?

☐ Diagnostic imaging (X-ray, MRI, CT, Ultrasound)
☐ Laboratory
☐ Outpatient infusion/Shots
☐ Physician services
☐ Physical, speech, or occupational therapy
☐ Hospital Inpatient
☐ Skilled nursing (swing bed)
☐ Emergency room (ER)
☐ Respiratory Therapy/Pulmonary Function Test
☐ Other ***(Please list below)*** _____

How satisfied was your household with the services you received at Pawhuska Hospital?

☐ Satisfied ☐ Dissatisfied ☐ Don't know

Has your household been to a specialist in the past 24 months?

☐ Yes ☐ No ☐ Don't know

What type of specialist has your household been to in the past 24 months and in which city were they located?

Type of Specialist	**City**

Did the specialist request further testing, laboratory work and/or x-rays?

☐ Yes ☐ No ☐ Don't know

If yes, in which city were the tests or laboratory work performed?

What kind of medical provider do you use for routine care ***(Please select all that apply)*** ?

☐ Primary Care physician
☐ Tribal Health Center
☐ Income Based Health Center
☐ Urgent care/Walk in clinic
☐ Health Department
☐ Rural Health Clinic
☐ Emergency Room/Hospital
☐ Specialist
☐ Other ***(Please list below)***

_____

Has your household been to a primary care (family) doctor in the Pawhuska area?

☐ Yes ☐ No ☐ Don't know

How satisfied was your household with the quality of care received in the Pawhuska area?

☐ Satisfied ☐ Dissatisfied ☐ Don't know

Do you think there are enough primary care (family) providers practicing in the Pawhuska area?

☐ Yes ☐ No ☐ Don't know

Are you able to get an appointment, within 48 hours, with your primary care (family) provider when you need one?

☐ Yes ☐ No ☐ Don't know

Survey Results
2025

Pawhuska Hospital Inc.

Jason McBride, Administrator

Jill Gray, Chief Clinical Office

Amanda Bray, Quality Manager

Pawhuska Hospital
1101 E. 19th Street
Pawhuska, OK 74056

2025 Survey Zip Code of Residence

Zip Code	No.	%
74056 - Pawhuska	19	59.38
74006 - Bartlesville	3	9.68
74029 - Cleveland	2	6.45
74070 - Skiatook	1	3.23
74012 - Chelsea	1	3.23
74105 - Tulsa	1	3.23
67361 - Sedan	1	3.23
74067 - Mineral Wells	1	3.23
74055 - Hominy	1	3.23
74003 - Bartlesville	1	3.23
74084 - Wynona	1	3.23
Total	31	100

2025 No. Responses = 31

Summary of Respondents Age

Age Range	Count	Percentage
18-24	0	0
25-34	5	11.11
35-44	5	11.11
45-54	9	20.00
55-64	9	20.00
65-74	9	20.00
75+	8	17.78
Total	45	100

Hospital Usage

Have you ever made use of or used the services of a hospital in the past 24 months?

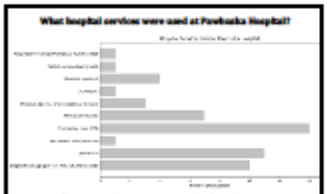
Response	Count	Percentage
Yes	24	77%
No	5	23%
Total	31	100%

Hospital Use Locations
Where did you receive hospital services?

Response	Count	Percentage
Pawhuska Hospital	23	88%
I-S	1	3%
Ascension, St. John Medical	1	3%
Tulsa	1	3%
Ascension, Bailey Medical	1	3%
No facility name, no location	0	0%
Total	31	100%

Reason for Hospital Selection

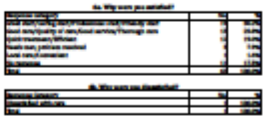
What hospital services were used at Pawhuska Hospital?

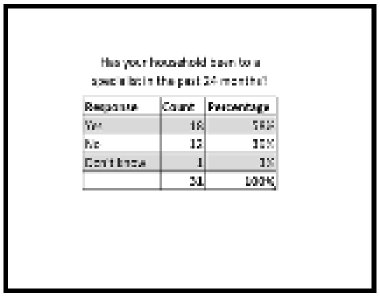


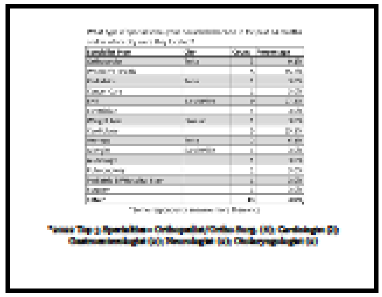
Satisfaction

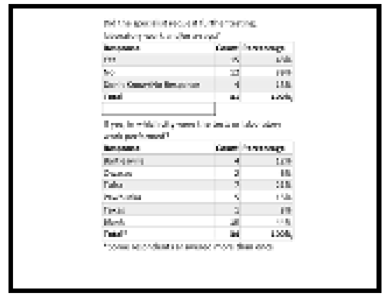
Year	Satisfied	Dissatisfied	Total Surveyed
2024	100%	0.00%	178
2023	100%	0.00%	178
2022	100%	0.00%	178
2019	98%	2.00%	178

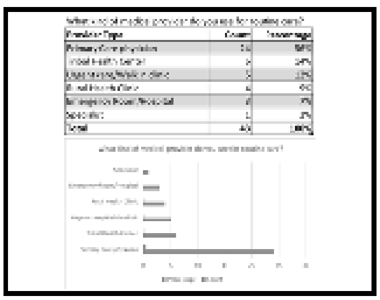
*2025 Satisfaction = 100%

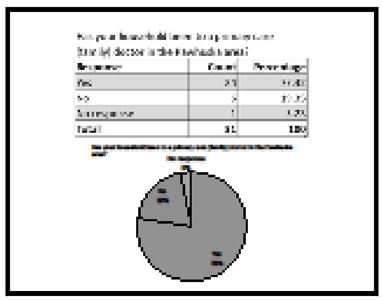


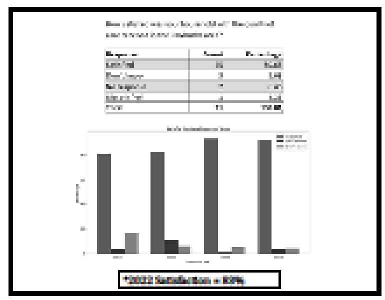

Response
Count
Percentage
No

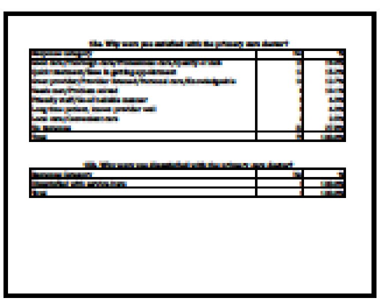


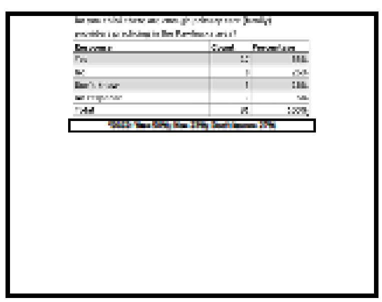


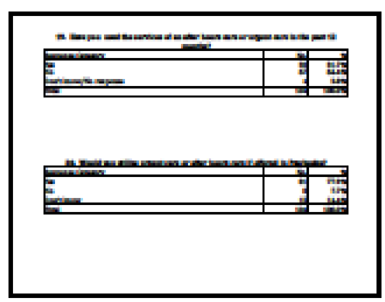


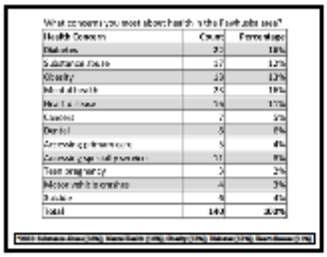

Response
Count
Percentage
Yes
No
Total



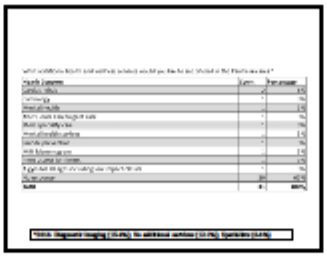




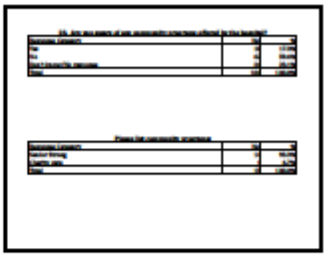




Health Concern	Count	Percentage
Diabetes	22	16%
Substance Abuse	17	12%
Obesity	17	12%
Mental Health	25	18%
Heart Disease	24	17%
Alcohol	7	5%
Dental	5	4%
Community gathering space	5	4%
Community specific programs	11	8%
Teen pregnancy	3	2%
Misconceptions	4	3%
Diabetes	6	4%
Total	140	100%

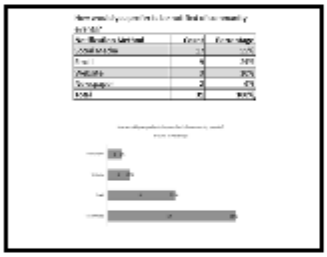


Health Concern	Count	Percentage
Diabetes	17	13%
Substance Abuse	2	2%
Obesity	17	13%
Mental Health	25	19%
Heart Disease	24	18%
Alcohol	7	5%
Dental	5	4%
Community gathering space	5	4%
Community specific programs	11	8%
Teen pregnancy	3	2%
Misconceptions	4	3%
Diabetes	6	4%
Total	130	100%

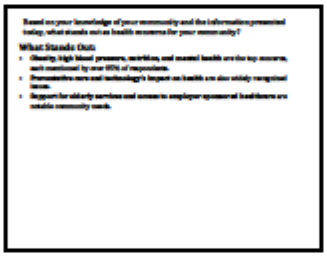


Community Concern	Count	%
Yes	18	72.0%
No	7	28.0%
Don't know/No response	0	0.0%
Total	25	100.0%

Community Concern	Count	%
Nutrition Training	17	68.0%
Exercise Space	8	32.0%
Total	25	100.0%



Social Determinants of Health	Count	Percentage
Environment	1	1%
Economic	9	29%
Education	3	10%
Technology	2	6%
Social	16	52%



Based on your knowledge of your community and the information presented today, what stands out as health concerns for your community?

What Stands Out:

- **Obesity, high blood pressure, nutrition, and mental health are the top concerns, each mentioned by over 50% of respondents.**
- **Preventative care and technology's impact on health are also widely recognized issues.**
- **Support for elderly services and access to employer-sponsored healthcare are notable community needs.**