



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY 27-29



Trinity Health
Mid-Atlantic

Saint Francis
Hospital

Saint Francis Hospital completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Trinity Health Mid-Atlantic Regional Board of Directors on April 15, 2026. Saint Francis Hospital performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social influencers of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations.

The complete CHNA report is available electronically at <https://www.trinityhealthma.org/community-benefit/chna/saint-francis> or printed copies are available at Saint Francis Hospital in person at 701 North Clayton Street, Wilmington, DE 19805.

Our Mission

We, Trinity Health Mid-Atlantic, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Our Hospital

Located in Wilmington, Delaware, and with 157 licensed beds, Saint Francis Hospital has served the Wilmington community and Northern New Castle County by providing compassionate health care of the highest quality. Founded by the Sisters of Saint Francis of Philadelphia in 1924, Saint Francis heeds a particular call to serve those in need. Our ministry is to serve all who require expert medical care regardless of religion, race, color, creed or economic status.

A member of Trinity Health, one of the largest multi-institutional Catholic health care delivery systems in the nation, Saint Francis offers emergency care, cardiology, cancer care, family medicine and women's health among other services. In addition to providing health care in an acute setting, Saint Francis also offers LIFE (Living Independently for Elders), a program of all-inclusive care for seniors, a Home Care program and a variety of affiliated physician practices.



Our Community Based Services

Saint Francis at Home, a member of Trinity Health Mid-Atlantic, strives to restore patients' health and independence from the comfort of home with award-winning clinical services. Saint Francis at Home, along with other Trinity Health Mid-Atlantic home health programs, delivers a range of home-based health care services to nearly 35,000 patients annually through nearly half a million patient visits. Saint Francis at Home serves New Castle County, Del. Saint Francis LIFE (Living Independence for the Elderly), a nationally recognized Program of All-Inclusive Care for the Elderly (PACE), provides comprehensive medical and social services that help older adults maintain their independence while continuing to live safely in their homes and communities. A member of Trinity Health Mid-Atlantic, Saint Francis LIFE serves older adults throughout New Castle County, Del.

Our Community

Saint Francis Hospital primarily serves the City of Wilmington, which has some of the highest socioeconomic needs zip codes in the State of Delaware — 19801, 19802 and 19805. Saint Francis Hospital is in 19805, just blocks from Census Tract 22, a high needs neighborhood. Zip codes considered high needs generally have poorer health outcomes than zip codes in more affluent neighborhoods.

Our Approach to Health Equity

At Trinity Health, Community Health Needs Assessments (CHNAs) and Implementation Strategies are foundational to advancing the Common Good and strengthening our commitment to health equity. Across our ministries, CHNAs foster meaningful community engagement and inform strategic planning within our Community Health & Well-Being efforts.

Community Health & Well-Being works to promote optimal health for individuals experiencing poverty, marginalization, or other vulnerabilities by addressing social needs within clinical care. Our approach is rooted in a commitment to removing barriers to health and building community capacity to support long-term well-being. This Implementation Strategy was developed in partnership with community stakeholders and focuses on populations and geographic areas most affected by the identified needs. Principles of fairness, inclusion, and community voice guided the development of this plan and will continue to shape its implementation.

The strategies outlined emphasize policy, systems, and environmental change, recognizing that sustainable improvements in health require transforming the conditions and structures that influence well-being. Through this approach, we aim to foster healthier, more resilient communities for all those we serve.

Health and Social Needs of the Community

The CHNA conducted in FY26 identified the significant needs for health and social drivers of health within the Wilmington community. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified within the St Francis service area, in order of priority include:

1. Access to Care	78.9% of adults aged 18+ had a routine checkup in the past year, which is lower than the statewide rate of 80.9%.
2. Food Access	- The food insecurity rate for Wilmington is 13%, an increase from 11.7% at the time of the 2023 CHNA. 24.30% of the low-income population in the report area have low food access, which is higher than the statewide rate of 23.54% and national rate of 19.41%.
3. Housing	13.8% of adults 18 and older reported having housing insecurity in the past 12 months, which is higher than the statewide rate of 11.6% or national rate of 11.7%. - Of the 43,440 students enrolled in reported districts during the 2021-22 school year, there were 1,414 or 3.25% students experiencing homelessness, which is higher than the statewide rate of 2.85% or national rate of 2.31%.

Hospital Implementation Strategy

Significant health and social needs to be addressed

Saint Francis Hospital, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following needs:

- 1** Access to Care – CHNA pages 60.
- 2** Food Access – CHNA pages 74, 110.
- 3** Housing – CHNA pages 78, 97.

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners, has determined to address. The hospital reserves the right to amend this implementation strategy if circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the strategic initiatives described. During these three years, other organizations in the community may decide to address certain needs, indicating that the hospital should refocus its limited resources to best serve the community.

Saint Francis Hospital completed a CHNA-Lite in FY26 and this strategy was updated to reflect the new needs and strategies, while remaining in alignment with the prior CHNA/strategy process. A new CHNA and Implementation Strategy will be conducted and adopted with community partners by June 30, 2029.

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Access to Care



Goal: Prioritize access to high-quality, equitable and affordable health care and social services when and where they need it, for the residents of Wilmington.

CHNA Impact Measures	FY 2026 Baseline	FY 2029 Target
Increase proportion of adults 18+ who have had a primary care visit in the last year. <i>Data Source: Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System. Accessed via the PLACES Data Portal. 2023.</i>	St Francis: 78.9%	80.9%

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Establish Healthy Village as a one-stop community hub bringing together healthcare, behavioral health, social services, workforce development, benefits enrollment, and navigation supports in a single accessible location.	X	X	X	Saint Francis Hospital	In-kind (staff time)
				Health care partners	In-kind (staff time) & volunteer time
				Social care partners	In-kind (staff time) & volunteer time
				Community partners	In-kind (staff time) & volunteer time
	Focus location(s)				Focus Population(s)
	Zip codes 19801, 19802 and 19805				Adults
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Increase the proportion of patients with identified social needs who receive a referral to Healthy Village, a Community Health Worker (CHW), or Care Management services.	X	X	X	Saint Francis Hospital	In-kind (staff time)
				Health care partners	In-kind (staff time) & volunteer time
				Social care partners	In-kind (staff time) & volunteer time
				Community partners	In-kind (staff time) & volunteer time
	Focus location(s)				Focus Population(s)
	Zip codes 19801, 19802 and 19805				Low or Non-English Speaking patients Immigrant/refugee population

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Increase equitable access to healthcare and social services for immigrant, refugee, and limited-English-proficient residents through culturally and linguistically appropriate supports.	X	X	X	Saint Francis Hospital	In-kind (staff time)
				Health care partners	In-kind (staff time) & volunteer time
				Language services partners	In-kind (staff time) & volunteer time
				Focus location(s)	Focus Population(s)
				Zip codes 19801, 19802 and 19805	Immigrant and refugee populations
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Strengthen transportation and care access by continuing transportation assistance programs and connecting residents to same-day care, primary care, specialty care, and behavioral health services through coordinated navigation	X	X	X	Saint Francis Hospital	In-kind (staff time)
				Social care partners	In-kind (staff time) & volunteer time
				Community partners	In-kind (staff time) & volunteer time
				Focus location(s)	Focus Population(s)
				Zip codes 19801, 19802 and 19805	Those with transportation barriers
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Implement governance and accountability through the Healthy Village Community Empowerment Board, ensuring that community members guide service priorities, tenant selection, cultural alignment, and continuous improvement.	X	X	X	Saint Francis Hospital	In-kind (staff time)
				Community Empowerment Board (CEB)	CEB stipend
				Community partners	In-kind (staff time) & volunteer time
				Focus location(s)	Focus Population(s)
				Zip codes 19801, 19802 and 19805	Local residents in St Francis service area

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Food Access



Goal: Promote equitable access to nutrition and social services through integrated clinical practices, community partnerships, and capacity-building initiatives.

CHNA Impact Measures

**FY 2026
Baseline**

**FY 2029
Target**

Decrease food insecurity rate of the low-income population in the St Francis service area.

St Francis:
24.3%

23.54%

Data source: Trinity Data Hub

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Establish Healthy Village as a coordinated hub for food resource screening, navigation, and referrals, connecting residents to SNAP, WIC, food pantries, food pharmacies, and other nutrition resources through integrated workflows and closed-loop referrals.	X	X	X	Saint Francis Hospital	In-kind (staff time) and financial resources as needed
				Food access partners	In-kind (staff time) & volunteer time
				Community partners	In-kind (staff time) & volunteer time
	Focus location(s)				Focus Population(s)
	Zip codes 19801, 19802 and 19805				Those who have low income or who are food insecure
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Expand community-requested nutrition and health education programming including cooking classes, chronic disease self-management programs, nutrition education, and community gardening activities.	X	X	X	Saint Francis	In-kind (staff time)
				Food access partners	In-kind (staff time) & volunteer time
				Community partners	In-kind (staff time) & volunteer time
				Community Empowerment Board	Volunteer time
				Health care partners	In-kind (staff time) & volunteer time
	Focus location(s)				Focus Population(s)
Zip codes 19801, 19802 and 19805				Those who have low income or who are food insecure	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Leverage Healthy Village navigation and community health workers to address food insecurity among high-risk populations with chronic disease, Medicaid enrollment, and frequent emergency department utilization.		X	X	Saint Francis Hospital	In-kind (staff time) and financial resources as needed
				Community Health Workers	In-kind (staff time)
				Health care partners	In-kind (staff time) & volunteer time
	Focus location(s)				Focus Population(s)
	Zip codes 19801, 19802 and 19805				Those who have low income or who are food insecure

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Housing



Goal: St. Francis Hospital will improve housing stability and neighborhood vitality by leveraging the Healthy Village model to connect residents with housing navigation, benefits enrollment, financial coaching, homeownership pathways, and community-based housing partners while advancing the Vital Conditions of Humane Housing and Meaningful Work & Wealth.

CHNA Impact Measures	FY 2026 Baseline	FY 2029 Target
Decrease housing insecurity rate of adults 18 and older in the St Francis service area <i>Data source: Trinity Data Hub</i>	St Francis: 13.8%	11.6%

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Establish Healthy Village as a centralized access point for housing-related services, including housing navigation, eviction prevention resources, benefits enrollment, financial counseling, and referrals to housing providers and community development organizations	X	X	X	Saint Francis Hospital	In-kind (staff time)
				Housing access partners	In-kind (staff time) & volunteer time
				Community partners	In-kind (staff time) & volunteer time
				Financial literacy partners	In-kind (staff time) & volunteer time
	Focus location(s)				Focus Population(s)
	Zip codes 19801, 19802 and 19805				Those who have low income or who are experiencing housing insecurity
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Use Community Health Workers and Healthy Village navigators to identify patients and residents experiencing housing instability and connect them through closed-loop referrals using EPIC and FindHelp.	X	X	X	Saint Francis Hospital	In-kind (staff time), TCI match funding
				Community Health Workers	In-kind (staff time) & Volunteer time
				FindHelp	In-kind (staff time)
	Focus location(s)				Focus Population(s)
	Zip codes 19801, 19802 and 19805				Those who have low income or who are experiencing housing insecurity

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Support resident wealth-building and pathways to homeownership through financial literacy education, credit counseling, workforce development, and entrepreneurship programming delivered through Healthy Village tenants and partners.	X	X	X	Saint Francis Hospital	In-kind (staff time)
				Financial literacy partners	In-kind (staff time) & volunteer time
				Focus location(s)	Focus Population(s)
				Zip codes 19801, 19802 and 19805	Those who have low income or who are experiencing housing insecurity

Adoption of Implementation Strategy

On October 14, 2026, the Trinity Health Mid-Atlantic Regional Board of Directors for Saint Francis met to discuss the FY27-FY29 Implementation Strategy for addressing the community health and social needs identified in the FY26 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

