

2013



SCOTT & WHITE
Healthcare

Continuing Care
Hospital



2013 Implementation Strategy | Addressing Community Health Needs



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Healthcare

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2013 Community Health Needs Assessment

IMPLEMENTATION STRATEGY

Adopted by the Scott & White Continuing Care Hospital Board of Directors on April 17, 2013

Introduction

Scott & White Continuing Care Hospital (“the Hospital” hereafter) conducted a community health needs assessment (a “CHNA”) of the community served by the Hospital pursuant to requirements of Section 501(r) of the Internal Revenue Code (“Section 501 (r)”). The CHNA findings were published along with this document on the Hospital’s website at <http://chna.sw.org> in August 2013.

The implementation strategy outlines the actions through which the Hospital intends to address a number of identified needs that are aligned with the Hospital’s mission during its 2014-2016 fiscal years as part of its community benefit programs and services. Beyond the services discussed in the strategy, the Hospital is also addressing many other health needs through the daily commitment of providing care to all regardless of their ability to pay.

The Hospital anticipates the strategies may change because of resources and situations needing immediate action and therefore, intend to maintain a flexible approach in developing this response to the 2013 CHNA. For example, certain community health needs may become more pronounced and require changes to the initiatives previously identified by the Hospital in the strategy. Over the next three years, other community organizations may address certain needs, indicating that the Hospital’s strategies should be refocused on alternative community health needs or assume a different focus on the needs identified in the 2013 CHNA. In addition, changes may be warranted based on the publication of final regulations by the Internal Revenue Service.¹

Overview of the Strategy

The Strategy Document includes the following information:

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1. Mission and Vision Statement

Scott & White Continuing Care Hospital is part of Scott & White Healthcare and shares the System's goal of empowering patients and communities to live better lives.

Our Mission

To provide the most personalized, comprehensive, and highest-quality health care, enhanced by medical education and research.

Our Vision

Scott & White will be the most Trusted and most Valued name in American Health Care.

Serving a great purpose: Scott & White's Community Benefit Program

For more than a century, Scott & White Healthcare has assembled the right resources to diagnose and treat thousands of patients, earning our reputation as a comprehensive and dependable healthcare resource. We take very seriously our commitment to clinical patient care and academic advancement through medical training and scientific inquiry. In a rapidly changing healthcare environment, we bring each patient best-in-class medicine in convenient settings to ensure the best possible healthcare outcome and experience.

Yet, it's not enough to care for one person at a time. We understand that the health of individuals is strongly influenced by personal behaviors, family and friends, and the broader environment in which they live day-to-day. To promote health of individuals, we must also promote the health of our communities.

The goal of the Scott & White Healthcare Community Benefit Program is to improve access to healthcare and empower citizens to make healthy life choices. To help people live better lives, Scott & White maintains ongoing relationships with our communities; assessing and addressing local needs to improve the community's health profile. We impact community health by increasing access to healthcare services for all, including at-risk and underserved people, and help community members make choices that enhance their well-being.

Scott & White helps remove barriers to care by sponsoring programs and forming partnerships with local community organizations who share the goal of improving community health. By leveraging resources effectively, we meet identified and emerging local health needs collaboratively. By expanding access to health information and services, we engage individuals in their own health management, and improve workplace and other environmental conditions that impact health.

As the largest non-profit organization and one of the largest employers in Central Texas, Scott & White Healthcare takes a leadership role in ensuring the health and well-being of our communities.

A National Reputation for Excellence

Committed to patient care, education and research, Scott & White Healthcare has earned a reputation for excellence in cancer, orthopedics, neuroscience, pediatrics and cardiovascular care. Our dedicated physicians have built a nationally-acclaimed healthcare organization, recognized by organizations including *U.S. News & World Report*, *Thomson Reuters* and *Newsweek*.

2. Our Community Served

Scott & White Memorial Hospital serves children and families across the greater Central Texas area with the majority of its patient population residing in Bell County. The Hospital defines Bell County as its primary community served:

- 1) Based on examination of inpatient utilization data for fiscal year 2012
- 2) Of the 32,753 total discharges from the three hospitals, 61.6% live in Bell County.
- 3) Bell County is the single county from which each hospital serves the largest number of patients
- 4) All three hospitals are located in Bell County along with more than 30 other Scott & White facilities.

Bell County encompasses 16 zip codes in 11 cities which include Belton, Fort Hood, Harker Heights, Killeen, Moody, Morgans Point Resort, Nolanville, Rogers, Salado, Temple and Troy.

Scott & White Continuing Care Hospital (CCH) is a 50-bed, long-term acute care hospital. It is not a chronic care nursing home or skilled nursing facility but patients that stay at CCH are typically critically ill and have complex conditions. The average length of stay is 25 days and many depend on technology such as ventilators, special monitors or dialysis machines. This hospital was built in response to a need for patients in Central Texas to be close to their family and friends as they required long term acute care. The goals are to move patients to the next level of care and avoid readmissions to a general acute care hospital.

The most recent census data shows that nearly 321,000 people live in Bell County which is nearly a 3.5 % growth across the last 3 years. More than 60% of the residents living in the county are White. 21.63% are Black/African American, and just under 23% of the population in Bell County claim to have Hispanic/Latino ethnicity.

Bell County's demographics are slightly altered as a result of the large military presence in Fort Hood. The base inflates the 25-34 age group which is the largest in Bell counting accounting for nearly 17% of the population. The median household income is \$49,736 and the average household income is \$61,315. Nearly a third of the population has at least an Associate Degree.

2013 Population by Age

Age Range	Total
0 - 4	29,416 (9.16%)
5 - 9	24,584 (7.66%)
10 - 14	23,623 (7.36%)
15 - 17	13,380 (4.17%)
18 - 20	14,244 (4.44%)
21 - 24	23,405 (7.29%)
25 - 34	53,782 (16.75%)
35 - 44	41,418 (12.90%)
45 - 54	37,708 (11.75%)
55 - 64	29,431 (9.17%)
65 - 74	17,428 (5.43%)
75 - 84	8,899 (2.77%)
85+	3,677 (1.15%)

Poverty Status

The census reported that 9,341 families in Bell County live in poverty and of those, approximately 89% have children living with them.

2013 Families Below Poverty

Location	2013 Families Below Poverty	Families Below Poverty with Children
76501	448	336
76502	495	432
76504	740	623
76513	882	786
76534	67	45
76541	867	723
76542	931	817
76543	1,068	961
76544	1,304	1,275
76548	687	654
76549	1,945	1,873
76554	47	31
76559	172	162
76569	63	46
76571	73	55
76579	63	54
Bell Total	9,341	8,337

3. Implementation Strategy Development

Scott & White Healthcare established a Community Benefit and Community Health Needs Assessment (CHNA) Task Force to advise hospitals in the System, including the Continuing Care Hospital, on the development of local Implementation Strategies to address unmet community health needs. The task force is responsible for overseeing the CHNA process including the integration of the community benefit priorities into the System-wide strategic planning process.

The Task Force objectives include:

- Review and provide support for local hospital community benefit plans
- Ensure alignment of plans to System culture and strategies
- Provide guidance on tactics to address community health needs
- Ensure compliance with federal guidelines, regulations and filings
- Oversee program evaluation and tracking
- Secure successful adoption of plan by hospital board of directors.

The Task Force relied on valuable input from key hospital leaders throughout the process to support the Hospital in planning for implementation:

- The System CEO served as the Executive Sponsor
- The Vice President of Strategic Planning served on the task force providing regular feedback between the strategic planning process for the System and the needs identified in the CHNA
- The Hospital CEO stayed informed of deadlines and government regulations.
- Hospital representatives who had a deep understanding of hospital operations and strategic goals were appointed by the CEO to help develop and implement a plan to address identified community health needs.

The Task Force reviewed the CHNA findings for Bell County and recommended priority areas to address to representatives of the Continuing Care Hospital.

The following criteria were utilized to determine the priorities:

- *Severity or prevalence of the issue*
- *Notable health disparities in specific populations*
- *Feasibility of possible interventions to affect change*
- *Community population readiness to change*
- *Ability to evaluate outcomes*
- *Resources available to impact the need.*

In the Bell County Community Health Needs Assessment, six health needs were identified as needing particular attention and action.

- 1. Obesity**
- 2. Hospitalization Rate due to Pediatric Asthma**
- 3. Sexually Transmitted Diseases**
- 4. Smoking**
- 5. Breast Cancer Death Rate**
- 6. Linguistic Isolation**

Five of these prioritized needs will be addressed by either Scott & White Memorial Hospital or the McLane Children’s Hospital – Scott & White as part of their implementation strategies and are therefore not addressed in the Continuing Care Hospital’s implementation strategy. The remaining prioritized needs were not being addressed, and are therefore the focus of this implementation strategy. By stewarding existing resources, strengthening partnerships, and creating innovative programs both on the Hospital campus and within the community, the Hospital hopes to make a positive impact on these two prominent community health needs: obesity and smoking.

4. Priority Community Health Needs

Obesity

Obesity is a prioritized need that is included as part of the Scott & White Healthcare system-wide plan to improve population health. Reaching and maintaining a healthy weight through physical activity and nutrition and potentially weight loss is one area of need that Scott & White will address in the community. According to the Texas Behavioral Risk Factor Surveillance System, 67.1 percent of adults living in Public Health Region 7 are overweight or obese. Texas Public Health Region 7 is comprised of 31 counties including Bell County. The percentage of overweight and obese adults is an indicator of the overall health and lifestyle of a community. Being overweight or obese affects quality of life and puts individuals at risk for developing many diseases, especially heart disease, stroke, diabetes, and cancer. Losing weight helps to prevent and control these diseases. Being overweight or obese also carries significant economic costs due to increased healthcare spending and lost earnings. This measurement is based on the Body Mass Index (BMI) which is calculated by taking a person's weight and dividing it by their height squared in metric units. A BMI between 25 and 29.9 is considered overweight and a BMI greater than or equal to 30 is considered obese. Data show that there is a disparity among men between the ages of 45-64 who are either Black or Hispanic. This population has a higher rate of obesity and will be the focus of the Continuing Care Hospital's obesity reduction efforts.

Smoking

Similarly, Bell County, at a rate of 25%, has a much higher incidence of adult smoking than the rest of the country. Although the number is declining, Bell County has a higher incidence of adults that smoke than the state average of 19% as well. Smoking has been clearly linked to a number of diseases and is in fact the leading cause of preventable and premature death in the United States. Areas with a high smoking prevalence will also have greater exposure to secondhand smoke for non-smokers, which can cause or exacerbate a wide range of adverse health effects, including cancer, respiratory infections, and asthma. Like obesity, it is a preventable epidemic and one which, if prevented, would show positive returns in both healthcare dollars spent and in a healthier community.

5. Implementation Strategies 2014-2016

How Scott & White Continuing Care Hospital Will Address Community Needs:

Priority Need #1: Adults Who Are Overweight or Obese

Strategy #1: Conduct nutritional education in area schools to demonstrate to children the importance of starting healthy habits early to help prevent health complications that result from being overweight or obese.

Expected Impact: to reach all of the Bell County area schools over the next three years.

Objectives/Actions:

- Coordinate a schedule of appearances with the in-house registered dietician and the area schools
 - This schedule is to be presented at the newly formed Community Outreach and Benefit Committee at the Continuing Care Hospital
- Develop a lesson plan, assessment of understanding and functional goal set
 - The Lesson Plan should include basic macronutrient information, easy steps for eating healthy, and the potential consequences of an unhealthy lifestyle
 - The assessment will be fun and interactive and should not feel like a test or chore
 - A set of understanding and retention goals will be set after a baseline score is established
 - The score will be derived from the assessment

Strategy #2: Seek out and participate in local health fairs

Expected Impact: The hospital will increase participation in community events by being a part of 3 community events per year and in doing so, reach at least 750 people.

Objectives/Actions

- Take advantage of sponsorship/participation opportunities directed to the facility from marketing/community benefit at least twice a year.
- Invest in a nutritional collateral to hand out at these events
 - Educational Pamphlets
 - “Healthy Eating” Cookbooks/Recipes
- Ensure that a Hospital representative participates as a speaker in one event at least annually

Strategy #3: Secure and promote opportunities for family members of Hospital patients to access free or affordable exercise classes or healthy activities.

Expected Impact: To decrease the % of adults and children who are overweight or obese in Bell County by a statistically significant amount by 2020

Objectives/Actions

- Partner with the City of Temple’s Summit Gym to offer regular free or affordable exercise classes. The Hospital will promote available classes and membership for the Summit by making information available to patients and families.
- Begin a fitness class hosted and led by a team member from the Hospital.

Priority Need #2: Adults who Smoke

Strategy #1: Offer smoking cessation programs

Expected Impact: Short Term: At least 5% of annual discharges are enrolled and complete the program

Long Term: To decrease the incidence of smoking in Bell County from 25% to be in-line with the TX state average at 19%.

Objectives/Actions

- Pay the program fee for our patients and their family members to attend our “Enough of the Puff” smoking cessation classes
- Certify a Hospital employee to lead the course
- Promote smoking cessation opportunities to the community and pay program fee for 30 people

Strategy #2: Host physician-led education sessions open to the public on the Continuing Care Hospital campus that discusses how smoking is a major factor for many Hospital patients that require a lengthy stay at the hospital.

Expected Impact: Short Term: Hold at least one publicly available session annually to target 50 people.

Long Term: To decrease the incidence of smoking in Bell County from 25% to be in-line with the TX state average at 19%.

Objectives/Actions

- This session will be led by one of our staff intensivists or pulmonologists.
- The Hospital will advertise this session through our patients and their families but it will be available to the public.

- The Hospital will offer the “Enough of the Puff” pamphlets at this session to provide more information on how to enroll in the available course.

Community Benefit Oversight

In order to ensure there is appropriate governance of the activities outlined in this implementation strategy for Community Benefit purposes, policies and procedures will be adhered to so that all community benefit activities remain aligned with Scott & White Healthcare’s community benefit mission.

Additionally, regular evaluation of programs and activities will be conducted to ensure they remain an appropriate use of staff time and CCH resources.

In an effort to support the hospital’s community benefit objectives, requests for contributions from outside organizations that are managed by the Community Benefit Department will be amply considered and those activities that address a priority need in the community will be given preference.

6. Identified Needs Beyond the Hospital's Mission or Service Programs

Community Needs That Are Not Being Addressed and Reasons Why

Although the Hospital recognizes the importance of all needs identified by the community, the Hospital will not directly address the following needs identified in the CHNA at this time:

- Sexually Transmitted Diseases
- Breast Cancer Death Rate
- Age Adjusted Hospitalization Rate due to Pediatric Asthma
- Linguistic Isolation

These priorities did not meet the defined evaluation criteria, as described on page 7, and it was determined internally that the Scott & White Continuing Care Hospital does not have the ability to directly affect change within these needs nor are there resources available to influence change. It was also determined there are other hospitals within the Scott & White Healthcare System that are better positioned to address certain needs. Strategies to address Sexually Transmitted Diseases, the Breast Cancer Death Rate, and Linguistic Isolation are outlined in the implementation plan for Scott & White Memorial Hospital and the Pediatric Asthma Hospitalization Rate will be addressed by McLane Children's Hospital Scott & White.

7. Implementation Strategy Development Coordinators

The following people were involved in the development and approval of the implementation strategy to address needs identified in the community health needs assessment. The same parties and others not named will work to ensure the outlined services and community benefit programs are implemented over the course of the coming years to impact change in our community and improve the overall health of the people that live here.

- Dr. Robert Pryor, President and CEO, Scott & White Healthcare
- Patricia Currie, Chief Operating Officer, Scott & White Healthcare
- Kimberly Langston, Chief Executive Officer, Scott & White Continuing Care Hospital
- Tara Stafford, Director of Community Benefit, Scott & White Healthcare
- Alicia Dunn, Chief of Staff to the President & CEO, Scott & White Healthcare
- Clayton Wilber, Director of Corporate Tax, Scott & White Healthcare
- Maureen Halligan, Vice President of Strategic Planning, Scott & White Healthcare
- Angela Hochhalter, PhD, Research Scientist, Quality and Safety, Scott & White Healthcare
- Lorie Thibodeaux, Program Manager, Patient Engagement & Safety, Scott & White Healthcare
- Brittney Bernard, Student Worker, Patient Engagement & Safety, Scott & White Healthcare
- Geoffrey Christian, Director, Post-Acute Services, Continuing Care Hospital

Scott & White Continuing Care Hospital

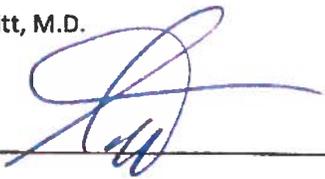
2013 CHNA and Implementation Strategy

Approval:

Scott & White Continuing Care Hospital Board of Directors

Stephen Sibbitt, M.D.

Board Chair

Signature:  _____ Date: 4-17-13

Scott & White Healthcare

Pat Currie

Chief Operations Officer

Signature:  _____ Date: 4-17-13