

2013



SCOTT & WHITE
Emergency Hospital

Cedar
Park





2013 Community Health Needs Assessment

IMPLEMENTATION STRATEGY

**Adopted by the Scott & White Emergency Hospital – Cedar Park Board of Directors on
December 31, 2013**

Introduction

Scott & White Emergency Hospital - Cedar Park (“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 on the Hospital’s website at <http://CHNA.sw.org> in August of 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, intends 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

¹ Final guidance as to the substance and format of a CHNA and implementation strategy has not been published and has been provided only on an anticipatory basis as of the publication of this document.

Overview of the Strategy

The Strategy Document includes the following information:

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1. Mission & Purpose

Scott & White Emergency Hospital - Cedar Park is a joint venture between Scott & White Healthcare and Emerus and therefore shares in the system's goal of empowering patients and communities to live better lives.

Our Mission

The mission of Scott & White Emergency Hospital is to increase the community's access to high-quality modern emergency medicine through an experienced and compassionate staff and state-of-the-art resources.

Our goal is to offer the quality of care we would expect for our own families. Streamlined admitting procedures, highly qualified emergency specialists at every level of care and the latest diagnostic equipment are just a few of the distinctions we offer. Everywhere you look, you see evidence of our commitment to provide the finest emergency care, any hour of the day or night. Scott & White Emergency Hospital offers patients and their primary care physicians the assurance that while you're in our hands, you'll be treated promptly, respectfully, and effectively.

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 Emergency Hospital - Cedar Park, for purposes of this needs assessment, has identified Williamson County as the primary community served as it is the county the majority of our patients reside in.

The communities and people of Williamson County reflect recent dramatic economic and business growth, unique environment and geography, and the county's history of perseverance and resiliency in the face of natural disasters and other events. Over the past ten years, the population of the county grew 69%. The most recent population estimate for the county was 442,782 in 2011. With the exception of Liberty Hill, population has increased in the incorporated areas of cities throughout the county since 2000.

The eastern region of the county has many areas still considered rural, but is transitioning away from an economy dominated by agriculture. Strong support of farmers' markets throughout the county may help sustain some level of diversified agriculture. Overall, growth has occurred in eastern Williamson but at a slower pace than in western Williamson. The notable exception to this is the City of Hutto, which grew 1075% from 2000 to 2010 according to the US Census. Outside of Hutto, the population in eastern Williamson tends to be older and medically underserved.

Demographic Profile

Significant demographic changes countywide include growth of the Hispanic, Non-White population, which grew from 17% of the population in 2000 to 23% of the population in 2010. Countywide, the median age increased from 30 to 32 from 2000 to 2010.

Approximately 25,000 individuals in the county speak English less than —very well.

When considering the countywide measures that can affect health, it is important to understand demographic, educational and income variations across our county:

- The City of Georgetown has the highest median age at 44 years, while Hutto has the lowest median age at 29 years.
- The percentage of households in Hutto that have children is 53%, while only 27% of households do in Georgetown.

- The Hispanic, non-White population ranges from 19% in Cedar Park and Liberty Hill to 43% in Taylor.
- The percentage of individuals speaking English less than —very well ranges from 4% in Hutto to 12% in Taylor.
- The percentage with less than a high school degree (age 25 and over) ranges from 5% in Georgetown and Hutto to 20% in Liberty Hill and Taylor.
- Individuals in Taylor and Liberty Hill have on average lower educational attainment; high school or less than high school was the most education received by 51% of residents of Liberty Hill and by 60% of residents of Taylor.
- Higher educational attainment and income are closely correlated. Liberty Hill and Taylor are the cities with the lowest median income. The city with the highest median income is Cedar Park. Round Rock, where 37% earned a bachelor's degree or higher, also has a high median income

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 Scott & White Emergency Hospital - Cedar Park, 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 and state 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
- VP of Strategic Planning served on the task force providing regular feedback between strategic planning process for the System and the needs identified by 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 Williamson County and recommended priority areas to address to representatives of Scott & White Emergency Hospital - Cedar Park.

The following criteria were utilized to determine the priorities:

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

From the Williamson County Community Health Needs Assessment, 3 health needs were identified as needing particular attention and action.

- 1. Obesity**
- 2. Breast Cancer Incidence Rate**
- 3. Hospitalization Rate due to Diabetes**

In addition to the efforts of Scott & White Emergency Hospital – Cedar Park to address these issues, all three of these prioritized needs will also be addressed by either Scott & White Hospital - Round Rock or Scott & White Hospital - Taylor as part of their implementation strategies. By stewarding existing resources, strengthening partnerships, and creating innovative programs both on the Hospital campus, with Scott & White Hospital – Round Rock, and within the community, The Hospital hopes to make a positive impact on the prominent community health concern – Obesity.

4. Priority Community Health Need

Obesity

Obesity is a prioritized need that is included as part of the Scott & White Healthcare System-wide plan to improve population health. Reaching & maintaining a healthy weight through physical activity and nutrition is one area of need that the Hospital 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 Williamson County. The percentage of overweight and obese adults is an indicator of the overall health and lifestyle of a community. Data obtained from the U.S. Department of Agriculture revealed that 11.8 % of children in Williamson County between the ages of 2 and 4 and living in households with an income less than 200% of the federal poverty level are obese. Childhood obesity has more than doubled in children and tripled in adolescents in the past thirty years.^{2,3} Healthy lifestyle habits, including healthy eating and regular physical activity can lower the risk of becoming obese and developing related diseases.⁴

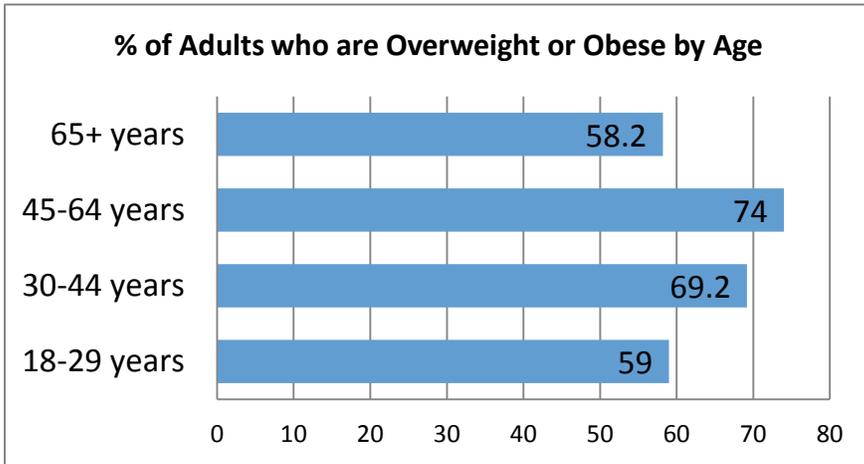
Being overweight or obese affects quality of life and puts individuals at risk for developing many diseases, especially heart disease, stroke, diabetes, and cancer. Losing weight helps to prevent and control these diseases. Being overweight or obese also carries significant economic costs due to increased healthcare spending and lost earnings.

This measurement for determining whether a person is overweight or obese 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. For children, obesity is defined as BMI-for age above 95th percentile. 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.

² Ogden CL, Carroll MD, Kit BK, Flegal KM. Prevalence of obesity and trends in body mass index among US children and adolescents, 1999-2010. *Journal of the American Medical Association* 2012; 307(5):483-490.

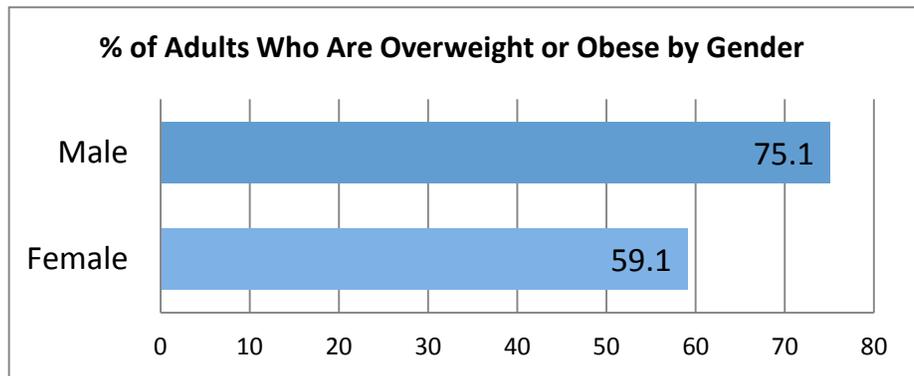
³ National Center for Health Statistics. *Health, United States, 2011: With Special Features on Socioeconomic Status and Health*. Hyattsville, MD; U.S. Department of Health and Human Services; 2012.

⁴ Office of the Surgeon General. *The Surgeon General's Vision for a Healthy and Fit Nation*.  [pdf 840K]  Rockville, MD, U.S. Department of Health and Human Services; 2010.

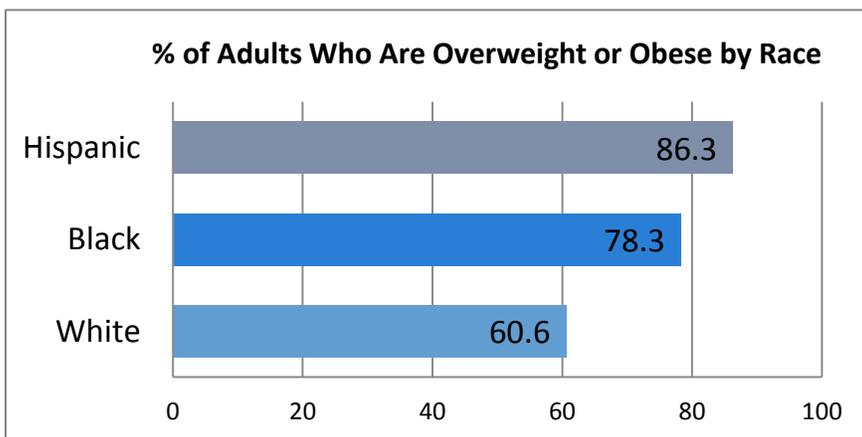


Source: Center for Health Statistics (CHS). *Texas Behavioral Risk Factor Surveillance System Survey Data*. Austin, Texas: Texas Department of State Health Services, [2010]. In Scott & White Healthcare HCI-CHNA System. Retrieved March 11, 2013. Retrieved from <http://CHNA.sw.org>

Source: Center for Health Statistics (CHS). *Texas Behavioral Risk Factor Surveillance System Survey Data*. Austin, Texas: Texas Department of State Health Services, [2010]. In Scott & White Healthcare HCI-CHNA System. Retrieved March 11, 2013. Retrieved from <http://CHNA.sw.org>



Source: Center for Health Statistics (CHS). *Texas Behavioral Risk Factor Surveillance System Survey Data*. Austin, Texas: Texas Department of State Health Services, [2010]. In Scott & White Healthcare HCI-CHNA System. Retrieved March 11, 2013. Retrieved from <http://CHNA.sw.org>



5. Implementation Strategies 2014-2016

How Scott & White Emergency Hospital – Cedar Park will address Obesity in Williamson County.

The Hospital will align with the implementation strategies of Scott & White Hospital - Round Rock when possible, including participating alongside Round Rock representatives in health fairs, community walks, and other community health related efforts.

In addition to those activities, Scott & White Emergency Hospital – Cedar Park will implement Strategies #1 and #2 below:

Priority Need: Obesity

Strategy #1: Increase community awareness of the health risks and diseases associated with obesity and being overweight

Expected Impact: Hospital representatives will participate in at least 3 community health activities annually that supply education on healthy eating and physical activity

Objectives/Actions

- **Participate in at least two community health fairs to share information on prevention of illness related to being overweight (diabetes, heart disease).**
- **Increase efforts to provide awareness education to the community regarding early recognition of behaviors or health indicators that lead to being overweight.**
- **Supply providers as medical experts to local media on request to speak specifically about obesity prevention methods.**

Strategy #2: Educate and engage the community in regular activities that promote health and making healthy lifestyle choices

Expected Impact: Engage 300-500 individuals in healthy activities throughout the community.

Objectives/Actions

- **Provide yearly flu-shot vaccination clinic to promote flu vaccination within the community**
- **Participate in a minimum of two S&W sponsored community walks where community members are invited to join health care providers for a walk and brief health lecture**

- **Support selected community efforts through financial contributions and in kind services that promote health and well being**

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 the Scott & White Healthcare System'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 The Hospital resources. This will be managed with help from the Community Benefit Inventory for Social Accountability (CBISA) program in which community benefit program expenses and impact are tracked.

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.

Population Health Management Strategy

As a not-for-profit healthcare organization, Scott & White Healthcare has a long history of meeting the needs of the residents of Central Texas. Each year as Scott & White Healthcare begins its annual planning cycle, the Community Health Needs Assessment is reviewed to guide decision-making at the strategic level.

Scott & White Healthcare has adopted System-wide strategic initiatives targeted at improving the care of diabetics. We've committed to reducing the rate of obesity in our communities, starting with our own employees as obesity is the leading cause of diabetes and other serious health issues.

Another critical initiative is improving access to health care. Many of our communities' health issues can be controlled when caught in the earliest stages. Over the past year, we've achieved a dramatic improvement with nearly 80% of external referrals seen within 3 days of an appointment request.

With our ACO (Accountable Care Organization), which began January 1, 2013, as a partnership with Walgreens, we are targeting improvements in the care of patients with high blood pressure, COPD (Chronic Obstructive Pulmonary Disease) and CHF (Congestive Heart Failure). Recognizing that timely breast cancer screening has been an issue in our communities, we are putting in place processes to reach out to eligible women each Fall to coincide with breast cancer awareness month in October. And we are standardizing immunization practices to improve flu and pneumonia vaccination rates. Once these initiatives are in place, the ACO will focus on closing other gaps in care for the Medicare population based on predictive models that identify areas of the greatest risk and opportunity.

Over the next few years, Scott & White Healthcare's strategic plan will continue the work begun in 2013 and expand its focus on improving the health of its communities with a five year System strategy around Population Health. To support this strategy, S&W will establish processes for two-way conversations with community members to gather actionable ideas, solicit feedback to refine initiatives, and effectively connect patients to community resources in ways that will improve community health, reduce unnecessary healthcare costs and improve the care it delivers.

One of our newest strategic programs, CHASM (Coordinating Healthcare delivery Across a System), will develop system wide, best practice clinical pathways for multi-disciplinary diseases. CHASM will use evidence based, best practice clinical guidelines to provide consistent care across all Scott & White Healthcare sites of care. The program will initially concentrate on COPD, Lower Back Pain, and Colorectal Cancer. By establishing physician lead standardized clinical pathways, CHASM will improve efficiency of care, lower cost of care, and improve the health of populations. Each year, the CHASM Steering Committee will evaluate community health needs as it identifies the diseases to focus on in the coming year.

6. Identified Needs Beyond the Hospitals Mission or Service Programs

Community Needs Not Being Addressed and Reasons Why

The Hospital recognizes the importance of all needs identified by the community; however, the hospital will not directly address the following two needs identified in the CHNA at this time:

- Breast Cancer Incidence
- Hospitalization due to Diabetes

These priorities did not meet all of the defined evaluation criteria, as described on page 8, and it was determined internally that the Hospital does not have the ability to directly have an impact within these areas nor are there hospital resources available to influence change.

Scott & White Hospital – Taylor will be addressing Diabetes and Scott & White Hospital – Round Rock is targeting Breast Cancer. Their respective implementation strategies detail the actions that will be taken.

There are numerous other community, and government, organizations that are working to improve the health of the community and targeting other areas of need. One major collaborative effort, the WilCo Wellness Alliance, which Scott & White Healthcare is a part of is constantly determining new ways to address health concerns across Williamson County.

The Alliance is made up of healthcare organizations like Scott & White, community organizations, government agencies, local businesses, schools, and community residents. It was organized by and now managed through the Williamson County and Cities Health District (WCCHD). Approximately 30 organizations currently make up the coalition which has a vision of people living in a healthy, active and tobacco-free environment.

The WilCo Wellness Alliance is currently working on the following specific community initiatives:

Be Healthy! Live Well!: Empowering the people of Williamson County to lead healthy lifestyles by promoting a safe environment through public and private initiatives.

Exercise is Medicine: Encourages health care providers to include exercise in their treatment plans for patients. Exercise is Medicine is committed to the belief that physical activity is integral to the prevention and treatment of disease and, as such, should be routinely assessed and prescribed in all medical care.

Por Vida/For Life: Encourages local restaurants to increase their offerings of healthy menu items and promotes the selection of healthier menu items by diners. Por Vida/For Life provides support to restaurant owners including nutrition education, assistance with modifying menu items, and tools for promoting healthier menu items.

Worksite Wellness: Provides employers with recommendations for policy and environmental changes that will benefit the health of employees. Assistance with the implementation of change strategies is provided as needed.

Heart & Stroke Healthy City: Assesses cities on ten policy, systems, and environmental change indicators and then recognizes them for their role in reducing cardiovascular disease and stroke among residents. Developed by the Texas Council on Cardiovascular Disease & Stroke and the Cardiovascular Disease & Stroke Program at Texas Department of State Health Services.

Faith-Based Community Gardens: Increases community access to nutritious foods through the building of community gardens on church properties and provides education on using gardens to support a healthy diet.

Get Fit, Get Healthy, Get Movin' (G3) School: Assesses current school policies and environments related to physical activity and nutrition and recommends strategies to improve these areas. An after-school nutrition and physical activity program for middle

schools was also developed by this committee as a resource for this initiative.

Produce in Convenience Stores: Increases access to fresh fruits and vegetables where grocery stores or other limitations are present.

WilCo Walking Trails: Encourages residents to utilize existing walking trails more frequently by adding enhancements such as beautification projects and signage (i.e., health education, Fit Trails).

The WilCo Wellness Alliance is utilizing the same recent community health needs assessment to form a community health improvement plan with the participating partners to ensure that resources are utilized effectively and that services are amplified instead of duplicated.

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
- John Wood, RN, Chief Executive Officer, Scott & White Emergency Hospital - Cedar Park
- Shannon Crinion, Hospital Administrator, Scott & White Emergency Hospital - Cedar Park
- Robert D. Greenberg, M.D. Medical Director, Scott & White Emergency Hospital – Cedar Park
- Tara Stafford, Director of Community Benefit, Scott & White Healthcare
- Alicia Dunn, Chief of Staff to the President and CEO, Scott & White Healthcare
- Clayton Wilber, Director of Corporate Tax, Scott & White Healthcare
- Maureen Halligan, VP 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