

2013



SCOTT & WHITE  
Healthcare

## Scott & White Memorial Hospital

2013 Implementation Strategy | Addressing Community Health Needs



# SCOTT & WHITE Healthcare

## Scott & White Memorial Hospital

### 2013 Community Health Needs Assessment

#### IMPLEMENTATION STRATEGY

**Adopted by the Scott & White Memorial Hospital Board of Directors on August 8, 2013**

#### **Introduction**

Scott & White Memorial 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, 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.<sup>1</sup>

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<sup>1</sup> 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

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**The Strategy Document includes the following information:**

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# 1. Mission and Vision Statement

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Scott & White Memorial 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*.

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## 2. Our Community Served

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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.

The Hospital is a 636 acute and specialty care hospital. Part of its academic mission as a teaching hospital, is to serve as the principal education and research campus for the Texas A&M Health Science Center College of Medicine. SWMH has a Level 1 Trauma Center and also encompasses the Scott & White Clinic, Center for Diagnostic Medicine, Scott & White Pavilion (outpatient surgery center, Eye Institute and Pain Clinic), Pediatric Ambulatory Clinic, Mental Health Clinic, Medical Research Building, Medical Education Building, the skilled nursing facility at Santa Fe Hospital and supporting labs and facilities.

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
<b>Bell Total</b>	<b>9,341</b>	<b>8,337</b>

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## 3. Implementation Strategy Development

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Scott & White Healthcare established a Community Benefit and Community Health Needs Assessment (CHNA) Task Force to advise hospitals in the System, including Scott & White Memorial 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 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 Bell County and recommended priority areas to address to representatives of Scott & White Memorial 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**

Two of these prioritized needs will be addressed by either the McLane Children’s Hospital - Scott & White or the Scott & White Continuing Care Hospital as part of their implementation strategies and are therefore not addressed in the Scott & White Memorial Hospital implementation strategy. The remaining prioritized needs were not being addressed fully, 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 the following four prominent community health needs.

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## 4. Priority Community Health Needs

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### *Obesity*

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Obesity is a prioritized need that is included as part of our 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 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 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.

### *Sexually Transmitted Disease*

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Bell County is consistently among the highest Chlamydia and Gonorrhea rates in the state of Texas. Additionally, each of these disease rates is approximately three times the average rate of occurrences in Texas.

- Gonorrhea – 362.4 cases out of 100,000 people in Bell County  
(Texas = 117.8/100,000)
- Chlamydia – 1,325.7 cases out of 100,000 people in Bell County  
(Texas = 473.0/100,000)

Bell County also reports over 586 clients were seen in STD clinics in 2011 and 618 in 2010.

According to the Center for Disease Control, the reported number of cases is often significantly lower than the actual number of cases as many infected people are often

unaware of or do not seek treatment for their infections. In many clinical settings, routine testing is not practiced. Undetected and untreated sexually transmitted infections can result in later health issues such as poor pregnancy outcomes, ectopic pregnancy, neonatal infections, and sterility.

### *Breast Cancer*

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The National Cancer Institute reports that the average number of deaths per year in Bell County is nearly 22.6 out of every 100,000 females.<sup>2</sup> According to the American Cancer Society, breast cancer is the second leading cause of cancer death and the second most common type of cancer among women in the United States.

The greatest risk factor in developing breast cancer is age. But since 1990, breast cancer death rates have declined progressively due to advancements in treatment and detection.

Healthy People 2020 national health target is to reduce the breast cancer death rate to 20.6 deaths per 100,000 females.

### *Linguistic Isolation*

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Linguistic Isolation describes the households in which every member aged 14 years or older has some difficulty speaking English. The American Community Survey reports that 3.3 % of the population of Bell County is classified as linguistically isolated. The national average is 0.8%.

Households that are linguistically isolated may have difficulty accessing services that are available to fluent English speakers. The language barrier may prevent such households from receiving transportation, medical, and social services, as well as limit employment and schooling opportunities. In cases of national or local emergency, linguistically isolated households may not receive important notifications.

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<sup>2</sup> Data source: National Cancer Institute <http://statecancerprofiles.cancer.gov/incidencerates/>

## 5. Implementation Strategies 2014-2016

*How Scott & White Memorial Hospital will address specific community needs:*

### Priority Need #1: Adults who are Overweight or Obese

**Strategy #1:** Increase the amount and improve the consistency and quality of education provided to the community on the personal benefits to achieving and maintaining a healthy weight and lifestyle.

**Expected Impact:** Percentage of adults and children that are overweight and obese trends down over the next 3 years.

#### Objectives/Actions

- Participate in more community health fairs to share information on prevention of chronic illnesses related to being overweight as well as steps to correct bad habits.
- Seek new opportunities for healthcare providers to give lectures to various community groups with relative health topics.
- Ensure [Wellness.sw.org](http://Wellness.sw.org) remains new and relevant in efforts to provide free access to information on a variety of health topics
  - Daily exercise tips for individuals and families
  - Developing healthy eating habits
  - Reaching a healthy weight and maintaining it
  - Resources for tobacco cessation
  - The opportunity to take a health risk assessment
  - Links to other resources and activities
- Host a free Women’s Health Fair event targeting minorities and medically underserved. The components of the health fair will include the major health priorities identified (Obesity, STD, Breast Cancer, among others) and will provide education on prevention, screenings and treatment options, biometrics testing, live demonstrations, etc.
- Work to address disparities among Black and Hispanic population by partnering with local churches and organizations that serve and are trusted by these targeted groups in order to provide appropriate educational materials on healthy living.

**Strategy #2: Provide and promote opportunities for the community to engage in low-cost or free healthy activities within the county.**

**Expected Impact:** Percentage of adults and children that are overweight and obese trends down over the next 3 years.

**Objectives/Actions**

- Host Farmer’s Markets that will be free and open to the community from May through September to provide access to low-cost and healthy fruits and vegetables .
  - Explore other potential venues for farmers markets at community events.
  - Enhance relationships with local farmers.
  - Pursue preparation of healthy recipes to provide at farmer’s market that will demonstrate healthy cooking with some of the available ingredients.
- Identify opportunities to plan free special community events at Scott & White facilities that encourage healthy activity. (For examples, healthy cooking classes, Zumba classes, safety events)
- A partnership with the Temple Mayor’s Fitness Council offers a multitude of healthy activities for the community in East Bell County. The Hospital provides significant annual funding to help sustain the following programs.
  - Walking School Bus: The Walking School Bus is held every Spring and encourages elementary school students to get moving before school and to get the community involved in promoting physical activity to the students in Temple.
  - TrailBlazers: Every spring hundreds embark on the Temple Trail Blazers Challenge! The challenge is a fun way for friends and families to discover and enjoy the many beautiful park trails that Temple has to offer.
  - Corporate Challenge Games: The Corporate Challenge is a series of events that allows area businesses the opportunity to compete against other local companies in a friendly and fun competition.
  - Apple A Day Event: at this annual event, apples are given out with reminder tips on healthy eating and regular exercise to everyone attending events at Temple’s major parks.
  - Dine Right Temple: Dine Right Temple seeks to improve the health of our communities by increasing the availability of nutritional information to consumers and by expanding the range of healthy choices offered. Restaurants are encouraged to participate by offering healthy options that meet the Dine Right criteria. There is no cost to participate.
  - Corporate Wellness Luncheon (with Scott & White Health Plan). Provides information and resources on starting or enhancing employee wellness programs.

- Memorial Hospital, along with McLane Children’s hospital will provide support to the City of Temple and the Parks and Leisure Services Department to ensure sidewalks, trails and parks in the community are maintained and are safe for constant use and will assist to promote the use of these amenities.

## Priority Need #2: Sexually Transmitted Disease Rate

### Strategy #1: Provide accurate and accessible information on prevention and treatment of sexually transmitted diseases.

**Expected Impact:** Short Term: Increase use and depth of Worth the Wait sex education in Bell County Schools from current participation rate (Temple, Belton, Killeen, Academy, Rogers, Bartlett, Holland, Salado, & Troy ISD).

Long Term: Decrease STD rates in Bell County teen population by increasing teen, parent, and educator knowledge of STD transmission, prevention, and testing.

#### Objectives/Actions

- Evaluate and revise the current literature on sexual health that is distributed for outreach purposes.
- Investigate ways to improve dialogue with patients and the broad community: communicating the proper ways of prevention, available testing and treatment options of STDs.
- Explore and utilize internet, social networks, and web-based programs to provide free access to timely, educational online information.
  - Interactive website to address specific issues on STDs and sexual health
  - Access to age-appropriate information about sexual health
  - Develop an online forum for teens and adults to ask questions using MindMixer, a new patient engagement tool.
- Continue to enhance the relationship between Scott & White and local school districts that rely on the hospital to provide sexual health education material.
  - The Scott & White Wellness and Sexual Health Program will plan and conduct 3 annual educational programs (Worth the Wait) for students, parents and teachers in the school districts throughout the Bell County area.
  - Expand the reach of Worth the Wait by recruiting new schools to adopt the curriculum as their sexual health program.
  - Train more teachers to be able to use the Worth the Wait curriculum.

- Host Teen Health Month Activities in April each year.
  - Teen Health: Girls ONLY/Girl Rock -- a free event for teen girls
  - Teen Health: Boys ONLY! – a free event for teen boys
  - Parent Education Night
    - What are the trends and dangers of STDs in the teen population
    - How to talk to your child about sexual health
    - What is HPV
  - Cervical Cancer/HPV Information for Parents – A free informational program for parents and teens (girls/boys) will be offered to discuss the dangers of the Human Papilloma Virus (HPV), vaccines, Q&A, news, etc.
    - Physicians and Sexual Health Educators will be available for dialogue around vaccination against HPV as an option for prevention.
- Explore the possibility of incorporating HPV testing into annual sports physicals where parental consent is already being given.

**Strategy #2: Ensure Scott & White medical providers are aware of best practices for treatment and prevention of STDs.**

**Expected Impact:** Family Practice and Pediatric health care providers include questions about sexual health during routine visits in order to identify possible risk factors early on.

**Objectives/Actions**

- Scott & White Wellness and Sexual Health Program will provide information to physicians on best practices and educational materials for possible topics to cover with patients when STD or inappropriate behaviors are identified.
  - Recurring yeast infections
  - Prescription for partner(s)
  - How to talk to your patient about sex.
  - Increase awareness of next steps for patients that test positive for STDs
  - What is appropriate to discuss and when
  - What are barriers to discussing sexual health with teens and parents
- Encourage Continuing Medical Education for Family Practice Physicians, Pediatricians, Nurse Practitioners, Physician’s Assistants, and LVNs.
- Incorporate a standard question to be part of the annual health exam for Primary Care Physicians. This practice will catch STD cases earlier, as many may not be aware they are affected, so that treatment can begin sooner, preventing the disease from spreading to partners. It will also provide the opportunity for physicians to discuss and educate the patient about risky behaviors and what they can result in. The question/s will be incorporated into Scott & White’s electronic medical records system, EPIC. Because these standard questions will be automated, as a required issue to address during a routine visit, it will provide a consistent comprehensive account for gathering data for future reports of the number of STD cases discovered and treated in the area.

**Priority Need #3: Breast Cancer Death Rate**

**Strategy #1: Improve community outreach efforts on breast health**

**Expected Impact:** Reduce the number of deaths due to breast cancer through earlier detection.

**Objectives/Actions**

- Provide the community with reliable information on cancer awareness issues
  - Physicians contribute monthly articles to be included in the local newspaper
  - Seek opportunities to present at local organizational meetings and health fair venues to promote awareness
- Provide educational materials outlining how often a woman should be screened and what to look for. In addition to being available at Scott & White facilities, this information will be sent to community organizations like food banks, laundry mats, the Bell County housing authority, The Temple and Killeen Free Clinic and Bell County HELP Centers in Temple and Killeen.
- Partnership with American Cancer Society for education.

**Strategy #2: Provide opportunities for cancer screenings for the underinsured with plans for follow-up treatment.**

**Expected Impact:** Improved early detection rates and lower death rates

- Host a Fall Cancer Screening Event: the Vasicek Cancer Center will provide free screenings for uninsured people at this annual event during Breast Cancer Awareness month.
  - If needed, follow up screenings will be done and treatment options presented.
  - Educational materials will be made available as well as staff specializing in breast health to aid in answering questions
  - Targeted outreach will be done for the Hispanic population to help address the disparity.
  - Interpreters will be on hand to assist with translation.
  - Weekly segment throughout the month on KCEN to promote cancer awareness
- Continue partnerships with community clinics to schedule free screenings for their clients.
- Set procedures for providing financial assistance when needed for follow up treatments.
- Establish procedure for navigating through the system if follow up is required.

Priority Need #4: Linguistic Isolation

**Strategy #1: Enhance the translation services available to community members who speak little or no English.**

**Expected Impact:** The incidence of linguistic isolation trends down over the next few years.

**Objectives/Actions**

- Explore potential technology options that can enhance our translator program to make physician/patient interactions easier, more thorough, and safer.
- Assess existing capabilities of resources and software currently in place to see if they can be expanded to assist with translation so that patients will better understand treatments and instructions to improve health.
- Look into funding options to establish a hand held option for interpretation for non-English speaking patients.
- Build relationships with local agencies and organizations that are already serving the ESL community members and can assist with connecting them to health care resources.

*As described in each of the strategies for previous priority needs, additional consideration will be given to better reach minority populations in order to provide adequate health education materials and activities.*

### **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 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 Scott & White 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.

## 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's 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.

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## 6. Identified Needs Beyond the Hospitals Mission or Service Programs

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### *Community Needs Not Being Addressed and Reasons Why*

The Hospital recognizes the importance of all needs identified in the community, but will not directly address the following needs identified in the CHNA at this time as other organizations are better equipped to address them.

- Smoking
- Hospitalization Rate due to Pediatric Asthma

These priorities did not meet the defined evaluation criteria, as described on page 8, and it was determined internally that the 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 that there are other community or governmental organizations better aligned to address this priority.

Through the course of the assessment, it was determined that The Hospital has a comprehensive program to prevent or treat Sexually Transmitted Diseases in adolescents; and intends to strengthen programs towards the population over the age of 18. As the Hospital evaluates feasible measures to impact this issue, existing County efforts will continue to result in positive outcomes.

The Bell County Public Health District provides various services through the Family Planning program to assist in this issue. Clinical services provided at Health District clinics in East and West Bell County include complete exams, birth control, STD testing and treatment, pregnancy testing, and Immunizations (in addition to the Outreach Education, WIC, Food Protection, Environmental Health, and Preparedness services provided by the Health District). The Health District plans to increase the times and days that STD testing is offered and the services will be provided on a walk in basis. Through outreach as well as availability of services and times, they will increase the number clients who access care, and reduce the number of Medicaid clients who utilize our Emergency Department for routine STD testing services.

There is also a high rate of reinfection for STD's. The Bell County Public Health District also has plans to increase the number of clients retested at 3 months for Chlamydia and Gonorrhea. Additionally, the Health District will ensure clients diagnosed with Syphilis receive follow up care according to schedule based on their stage at diagnosis. Efforts will also address the need for more STD testing of females of child-bearing age, to find and treat asymptomatic Gonorrhea, Chlamydia, and Syphilis infections, to reduce the potential secondary consequences such as Pelvic Inflammatory Disease (PID), sterility, ectopic pregnancy, poor pregnancy outcomes, neonatal infection, and chronic pain.<sup>3</sup>

The Hospital will not be directly addressing the need to reduce smoking as another hospital within our System is targeting that area. Details for addressing this need are outlined in the implementation strategy for the Scott & White Continuing Care Hospital.

Additionally McLane Children's Hospital – Scott & White has a pediatric asthma coordinator who works full time on outreach and coordinating care. The established program at McLane Children's will address this priority need and is outlined in that implementation strategy.

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<sup>3</sup> DSHS, Infertility Prevention Project, 2012 from Bell County Public Health District

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## 7. Implementation Strategy Development Coordinators

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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
- Shahin Motakef, Chief Executive Officer, Scott & White Memorial Hospital
- 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, Vice President of Strategic Planning, Scott & White Healthcare
- Angela Hochhalter, PhD, Research Scientist, Quality and Safety, Scott & White Healthcare
- Matt Boettcher, Vice President of Continuum of Care, Scott & White Healthcare
- Tammy Spohn, Vice President of Patient Care Services, Scott & White Memorial Hospital
- Lorie Thibodeaux, Program Manager, Patient Engagement & Safety
- Brittney Bernard, Student Worker, Patient Engagement & Safety
- Jennifer Balz, System Nutrition Services Manager, Scott & White Healthcare
- Nancy May, Chief Nursing Officer, Scott & White Healthcare

**Approved by:**

**Scott & White Memorial Hospital Board of Directors**

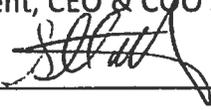
Dr. Robert Probe

Board Chair

Signature:  Date: 8/8/13

Shahin Motakef

Board President, CEO & COO Scott & White Memorial Hospital

Signature:  Date: 8/8/13