

# Scott & White Hospital - Taylor

2013 Implementation Strategy

Addressing Community Health Needs



# SCOTT & WHITE Healthcare

## Scott & White Hospital-Taylor

### 2013 Community Health Needs Assessment

#### Implementation Strategy

**Adopted by the Scott & White Hospital - Taylor Board of Directors on July 19<sup>th</sup>, 2013**

#### **Introduction**

Scott & White Hospital - Taylor (“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 2014-2016 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 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 and Vision Statement**

Scott & White Hospital – Taylor 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 Hospital – Taylor, 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 CHNA Task Force to advise hospitals in the System, including Scott & White Hospital – Taylor, on the development of local Implementation Strategies to address unmet community health needs. The task force is responsible for overseeing the community health needs assessment (CHNA) process including the integration of the community benefit/engagement 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 reviewed the CHNA findings for Williamson County and recommended priority areas to representatives of Scott & White Hospital – Taylor. **The following criteria were utilized to determine the priorities:**

- Severity or prevalence of the issue
- Ability of the Hospital to affect change
- Community population readiness to change
- Ability to evaluate outcomes
- Community and System resources available
- Alignment with System strategic goals



The task force took the following to support Scott & White Hospital – Taylor 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
- 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 develop and implement a plan to address identified community health needs.

Of the needs identified in the Williamson County Health Needs Assessment, three were prioritized as needing particular attention and action based on findings established by the CHNA, community surveys on readiness to change, Hospital strengths, strategic direction and a review of the health System’s existing community benefit activities.

1. Adults who are Overweight or Obese
2. Breast Cancer Incidence Rate
3. Hospitalization due to Diabetes in the City of Taylor

One of these prioritized needs, Breast Cancer Incidence Rate, will be addresses by Scott & White Hospital – Round Rock as part of its implementation strategy and will therefore not be addresses in the Scott & White Hospital – Taylor implementation strategy. The two remaining prioritized needs will be 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 identified needs to improve the health of the community:

1. Adults who are Overweight or Obese
2. Hospitalization due to Diabetes in the City of Taylor

#### 4. Priority Community Health Needs

**Obesity** is a prioritized need that is included as part of our System-wide plan to improve population health. 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 Williamson 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.

**Diabetes** is a disease characterized by high blood glucose levels that result from defects in the body's ability to produce and/or use insulin. Diabetes can affect many parts of the body and can lead to serious complications such as heart disease, blindness, kidney damage, and lower-limb amputations. Working together, people with diabetes, their support network, and their health care providers can reduce the occurrence of these and other diabetes complications by controlling the levels of blood glucose, blood pressure, and blood lipids, and by receiving other preventive care practices in a timely manner.

According to data from the Williamson County Community Health Assessment, hospitalization for diabetes is showing an increasing trend, in general. And through a study of health disparities, individuals in Taylor experience a higher rate of hospitalizations for diabetes than the rest of the county. Data shows that there is a disparity among low income Black, Hispanic or Latino males. Additionally, students in Taylor ISD are more frequently found to be at risk for type 2 diabetes.

## 5. Implementation Strategies 2014-2016

How Scott & White Hospital - Taylor Will Address Community Needs:

### Priority Need #1: Adults Who Are Overweight or Obese

#### Strategy #1: Engage the community in regular activities that promote being active and making healthy choices

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

##### Objectives/Actions

- Organize and host a biweekly exercise program
- Support community efforts through financial contributions and in kind services that target obesity.
- Provide exercise classes to the community at a nominal charge to promote physical activity

#### Strategy #2: Increase community education around personal benefits to achieving and maintaining a healthy weight and lifestyle.

Expected impact: Engage 1,000 community members in events that offer education on healthy choices in diet and promote activity and exercise

##### Objectives/Actions

- Participate in and host at least 5 community health fairs to share information on prevention of chronic illnesses related to being overweight as well as steps to correct bad habits. Seek out specific opportunities to reach the black and Hispanic populations to help address disparities.
- Provide diet and nutrition information at community events
- Provide blood pressure and BMI testing at scheduled events
- Wellness.sw.org provides 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

**Priority Need #2: Hospitalization due to Diabetes**

<b>Strategy #1: Engage targeted populations in specific activities to provide education on prevention and treatment of diabetes</b>
Expected impact: complications from diabetes trends down over the next 3 years
<b>Objectives/Actions</b>
<ul style="list-style-type: none"> <li>Offer free monthly support groups for people living with diabetes at the hospital. Activities will be open to the community, not just patients of the Hospital.</li> <li>Schedule special educational events at the senior citizen center</li> <li>Reach out to local employers to educate staff on dangers of diabetes and how to prevent it</li> <li>Provide glucose screenings and diabetes information at local health fairs</li> <li>Partner with American Diabetes Association and other local organizations to ensure the community is aware of local resources</li> </ul>

**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. We are also 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, Scott & White Healthcare 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

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

- Children with Health Insurance
- Prostate Cancer Incidence
- Linguistic Isolation

These priorities did not meet the defined evaluation criteria, as indicated on page 7, and it was determined internally that the Hospital does not have the ability to directly affect change within this need nor are there System resources available to influence change. It was also determined there are other community (or governmental) organizations better aligned to address this priority. One of which is the major collaborative effort, the WilCo Wellness Alliance, which the Hospital is a part of.

**The Alliance** is made up 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. The community plan is expected to be completed in the Fall of 2013.

## 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.

- Patricia Currie, Chief Operations Officer, Scott & White Healthcare
- Kevin Smith, Chief Executive Officer, Scott & White Hospital - Taylor
- Tara Stafford, Director of Community Benefit, Scott & White Healthcare
- Betsy Patterson, Chief Nursing Officer, Scott & White Hospital – Taylor
- Kathryn Lesko, S&W Marketing Manager, Round Rock Region
- Alicia Dunn, Chief of Staff, Scott & White Healthcare
- Clayton Wilber, Director of Corporate Tax, Scott & White Healthcare
- Maureen Halligan, Vice President of Strategic Planning, Scott & White Healthcare
- Angela Hochhalter, Research Scientist, Quality and Safety, Scott & White Healthcare
- Lorie Thibodeaux, Program Manager, Patient Engagement & Safety
- Brittney Bernard, Student Worker, Patient Engagement & Safety

Scott & White Hospital - Taylor

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**Approval:**

Scott & White Hospital- Taylor Board of Directors

Dr. Franklin Chang

Board Chairman

Signature: Franklin Chang Date: 7/31/13

Ernie Bovio

Board President

Signature: Ernie Bovio Date: 7/31/13