

2013



McLane Children's Hospital SCOTT & WHITE





2013 Community Health Needs Assessment

IMPLEMENTATION STRATEGY

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

Introduction

McLane Children's Hospital Scott & White ("McLane Children's" 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 McLane Children's 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.

McLane Children's 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 and Vision Statement

McLane Children's Hospital Scott & White 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

McLane Children's Hospital Scott & White serves children 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.

McLane Children's Hospital – Scott & White has 112 inpatient beds including 64 designated for use by medical/surgical/ICU and 48 in the neonatal ICU. It is the first stand-alone pediatric hospital between Dallas and Austin. McLane Children's serves children and families across the greater Central Texas area with the majority of its patient population residing in Bell County. 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 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 misleading 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%)

The zip codes in Bell County that have the highest percentage of children (age 0-17) are:

- Killeen: 76544*, 76549, 76543*, and 76542*
- Rogers: 76569
- Nolanville: 76559
- Harker Heights: 76548
- Holland: 76534

**more than 10% of the residents living in these zip codes are under 5 years old*

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 McLane Children's Hospital Scott & White, 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 McLane Children's Hospital Scott & White.

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**

Four of these prioritized needs will be addressed by either Scott & White Memorial Hospital or the Scott & White Continuing Care Hospital as part of their implementation strategies and are therefore not addressed in the McLane Children's implementation strategy. The two 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, McLane Children's hopes to make a positive impact on the following prominent community health needs.

4. Priority Community Health Needs

Obesity

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 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.

Data obtained from the U.S. Department of Agriculture revealed that 11.8 % of children in Bell 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. For children, obesity is defined as BMI-for age above 95th percentile.

Childhood obesity has both immediate and long-term health impacts. Children and adolescents who are obese are at greater risk for bone and joint problems, sleep apnea, and are more likely than normal weight peers to be teased and stigmatized which can lead to poor self-esteem. Moreover, obese youth are more likely to have risk factors for cardiovascular disease, such as high cholesterol or high blood pressure. Finally, overweight and obese youth are more likely than normal weight peers to be overweight or obese adults and are therefore at risk for the associated adult health problems, including heart disease, type 2 diabetes, stroke, several types of cancer, and osteoarthritis.

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

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.



Hospitalization Rate due to Pediatric Asthma

Data from the Texas Department of State Health Services report that 20.7 hospitalizations occurred annually per 10,000 children under the age of 18 in Bell County.

Asthma is a condition in which a person's air passages become inflamed, and the narrowing of the respiratory passages makes it difficult to breathe. In the past thirty years, asthma has become one of the most common long-term diseases of children, but it also affects 15.7 million non-institutionalized adults nationwide.

Symptoms can include tightness in the chest, coughing, and wheezing. These symptoms are often brought on by exposure to inhaled allergens, such as dust, pollen, mold, cigarette smoke, and animal dander, or by exertion and stress. Reducing exposure to poor housing conditions, traffic pollution, secondhand smoke and other factors impacting air quality can help prevent asthma and asthma attacks. There is no cure for asthma, but for most people, the symptoms can be managed through a combination of long-term medication prevention strategies and short-term quick relievers. In some cases, however, asthma symptoms are severe enough to warrant hospitalization, and can result in death.

Addressing the issue through enhanced education, better access and improved treatment of the targeted population groups will lead to reduced admissions and better health for our kids.

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.

5. Implementation Strategies 2014-2016

How McLane Children’s Hospital Scott & White will address specific community needs:

Priority Need #1: Obesity

Strategy #1: McLane Children’s Hospital will capitalize on opportunities to educate children and their parents in the community on the personal benefits to achieving and maintaining a healthy weight and lifestyle.

Expected Impact: Percentage of overweight and obese children in Bell County trends down over the next 3 years.

Objectives/Actions

- SWChildrens.org will provide tips and downloadable information for parents and kids on getting and staying healthy.
 - Obesity prevention
 - Healthy Recipes
 - Suggested individual and family activities
- Saturday seminars on Healthy Summer Snacks will be provided at no charge by the Nutrition Department
- By the start of the 2014 school year, educational materials for achieving and maintain a healthy lifestyle will be in place for school clinics.
 - In some locations materials will include STD prevention information to align with Scott & White Memorial Hospital strategies.

Strategy #2: In partnership with other local organizations, McLane Children’s Hospital will provide and promote activities that will allow children to engage in free to low-cost healthy activities within the community.

Expected Impact: Percentage of overweight and obese children in Bell County trends down over the next 3 years.

Objectives/Actions

- In collaboration with City of Temple, offer MEND (Mind Exercise Nutrition Do It) program. The program focuses on educating children at an early age about healthy living and providing parents with solutions on how to promote good habits at home.
 - Children who have weight issues are referred to the program from endocrinology
 - By the end of FY2014, complete 3 courses of MEND, providing instruction for 36-50 teens and their parents.
- Engage physicians in purpose and availability of MEND so they can refer patients.

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- Assist the City of Temple with promotion of the program within local school districts.
 - McLane Children's, along with Memorial Hospital and the Continuing Care 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.
 - Through a sponsorship of Movies in the Park, families will have a safe, outdoor activity for the whole family during the summer. The event will also provide an opportunity for McLane Children's physicians and staff to supply educational information to children and families for topical issues.
 - Through the Junior League of Bell County, McLane Children's will offer "Kids in the Kitchen". The program teaches kids about the importance of nutrition and how to cook healthy meals.
 - McLane Children's will promote local Farmer's Markets throughout the community to provide access to low-cost and healthy foods
 - 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, Ask a Doc, etc.)

Priority Need #2: Hospitalization due to Pediatric Asthma

Strategy #1: Utilize a new full-time asthma educator to coordinate outreach and education for asthma. The educator will also help identify community children who are "at risk" and may need additional follow-up care.

Expected Impact:

Short Term: Identify patients at risk for life threatening asthma exacerbation due to recurrent ER visits and hospitalizations.

Long Term: Decrease number of cases of recurrent hospitalized children. Track successes through Pediatric Asthmatic Database (PAD) which tracks patients' medications, ER visits, and admissions.

Objectives/Actions

- Increase education and outreach for parents and children on the causes and treatment of asthma symptoms, and the importance of inhalers.
 - Free Quarterly Asthma Outreach Day
 - Provide spacer and mattress cover to all attendees.
 - Classes will be offered to children with up to 2 caregivers each and will be held for up to 40 people.
 - Dangers of smoking and smoking cessation materials will be incorporated for parents into this information
 - Provide standardized education material to patients upon discharge as well as make it publicly accessible on SWChildrens.org (Spanish versions available).
 - By FY15, expand yearly Asthma Camp to children referred by School nurse instead of just by SW physician
 - Include Asthma education as part of health column in local newspaper
 - Hold segment on local TV stations on dangers and triggers of asthma attacks.
- Have trained professionals conduct in home assessments of possible asthma triggers for families identified as "at risk" beginning in FY16.
- Establish partnerships with local Independent School Districts to teach asthma education within the schools and teach how to properly follow an asthma action plan.
 - Present at the School Nurse University to share the McLane Children's Asthma Action Plan with the intent that schools will implement within their districts. As well as teaching the school nurses proper asthma medication techniques.
- Enhance medical education of Scott & White physicians and other medical providers in the community.
 - Asthma Education dinner
 - Set protocol for communicating new policies (Clinical Asthma Score) and sharing materials (Asthma Control Test) with physicians that deal with asthma patients (pediatrician, endocrinologist, family medicine, etc.)

- Share asthma action plan with local Independent School Districts at the School Nurse University in the summer.
- Through partnership with Scott & White Health Plan and Right Care, provide essential controller medications at Tier 1 cost.
 - Communicate this through Scott & White Health Plan health coaches and the Scott & White website
- By FY15 secure resources to have inhaler spacers available at all clinic sites for patients unable to afford them.
- Address disparity through partnerships with local churches to provide standardized education information and action plan materials to congregations.

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 McLane Children's 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 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

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

- Smoking
- Breast Cancer Death Rate
- Sexually Transmitted Diseases
- Linguistic Isolation

These priorities did not meet the defined evaluation criteria, as described on page 8, and it was determined internally that McLane's 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 community or governmental organizations better aligned to address these issues.

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.⁵

McLane Children's 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, Scott & White Memorial Hospital will be addressing Sexually Transmitted Diseases, Breast Cancer Death Rate and Linguistic Isolation. The details are outlined in its individual implementation strategy.

⁵ DSHS, Infertility Prevention Project, 2012 from Bell County Public Health District

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
- Dr. John Boyd, III, CEO and CMO, McLane Children's Hospital Scott & White
- 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
- Travis L. Smith, Assistant Vice-President Finance, McLane Children's Hospital Scott & White
- Delliquadria, Ingram-Walker, Administrator, Department of Pediatrics, McLane Children's Hospital Scott & White
- Michelle Schwier, Asthma Outreach Coordinator, McLane Children's Hospital Scott & White
- Jennifer Balz, System Nutrition Services Manager, Scott & White Healthcare
- Allan Einboden, CEO, Scott & White Health Plan

Approved by:

McLane Children's Hospital – Scott & White Board of Directors

Dr. Robert Probe

Board Chair

Signature:  Date: 8/8/13

Shahin Motakef

Board President

Signature:  Date: 8/8/13