

2013



SCOTT & WHITE
Hospital

Llano





Scott & White Hospital – Llano

2013 Community Health Needs Assessment

IMPLEMENTATION STRATEGY

**Adopted by the Scott & White Hospital – Llano Board of Directors on
December 19, 2013**

Introduction

Scott & White Hospital– Llano (“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 December 2013.

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

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

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

Overview of the Strategy

The Strategy Document includes the following information:

- | | |
|---|---------|
| 1. Mission and Vision Statement | page 4 |
| 2. Community Served by the Hospital | page 7 |
| 3. Implementation Strategy Development | page 9 |
| 4. Priority Community Health Needs | page 13 |
| 5. Implementation Strategies 2014–2016 | page 17 |
| 6. Needs Beyond the Hospital’s Mission
or Service Programs | page 26 |
| 7. Implementation Strategy Development Coordinators | page 28 |

1. Mission and Vision Statement

Scott & White Hospital – Llano 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–Llano defines Llano and Burnet counties and the cities that lie within as its primary community served because it is where the majority of the hospital facilities are located and from where most of its patients reside.

Cities and Towns within the County	
<u>Llano</u>	<u>Burnet</u>
Bluffton	Bertram
Buchanan Dam	Burnet
Castell	Cottonwood Shores
Click	Granite Shoals
Horseshoe Bay*	Highland Haven
Kingsland	Horseshoe Bay*
Llano	Marble Falls
Sunrise Beach Village	Meadowlakes
Tow	
Valley Spring	

*partial

The most recent census data^{2,3} shows that roughly 19,000 people live in Llano which is 55% urban and 45% rural. There are 43,400 residents in Burnet County which is 82% urban and 18% rural. The population has grown about 3.6% in each county over the past 3 years.

² Source: United States Census Bureau, Retrieved on October 30, 2013 from <http://quickfacts.census.gov/qfd/index.html>

Nearly 88% of the residents living in Llano County are White. 8.9% are Hispanic or Latino and 1.1% is Black/African America. In Burnet, 75.4% of the residents are White, 20% are Hispanic, 2% are Black/African American, and 1% is two or more races.

The median household income in Llano is approximately \$42,000 and \$48,000 in Burnet. The percentage of residents living in poverty is estimated to be between 13% and 14%.

3. Implementation Strategy

Development

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

In the Hill Country Community Health Needs Assessment, 11 major health needs were identified as needing particular attention and action.

1. Obesity
2. Adults with Diabetes
3. Breast Cancer Death Rate
4. Prostate Cancer Incidence
5. Cancer Death Rate
6. Infants born to mothers with <12 years of education
7. Infant Mortality Rate
8. Preterm Births
9. Deaths due to unintentional injuries
10. Transportation
11. Mental Health Services

The following criteria were utilized to determine the 3 priority areas to address:

- *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.*

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 3 significant community health needs:

- 1. Obesity**
- 2. Adults with Diabetes**
- 3. Cancer Death Rates**

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. 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 Llano and Burnet Counties. 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.

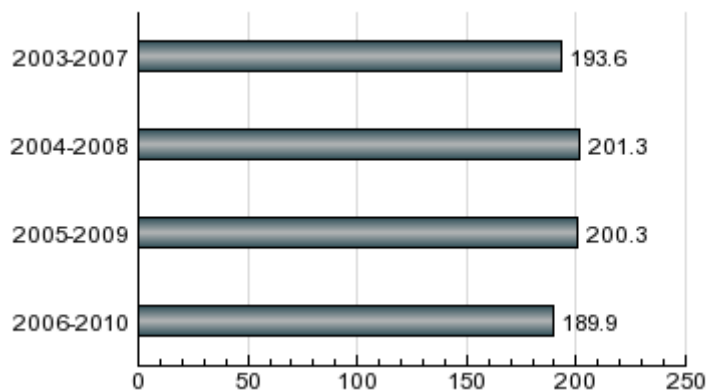
Data show that there is a disparity among men between the ages of 45–64 who are either Black or Hispanic. This population has a higher rate of obesity.

Cancer Death Rates

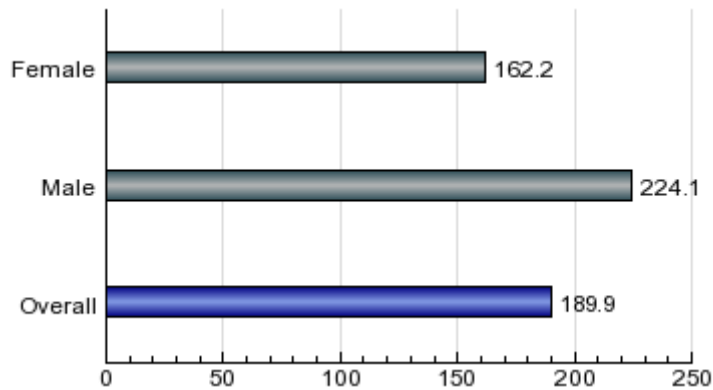
Cancer is the second leading cause of death in the United States. According to the National Cancer Institute, in Llano County, 189.9 deaths out of 100,000 are a result of cancer. The National Cancer Institute (NCI) defines cancer as a term used to describe diseases in which abnormal cells divide without control and are able to invade other tissues. There are over 100 different types of cancer. According to the NCI, lung, colon and rectal, breast, pancreatic, and prostate cancers lead to the greatest number of annual deaths.

The Healthy People 2020 target is to reduce the overall cancer death rate to 160.6 deaths per 100,000 population.

Number of Deaths per 100,000



Death Rate due to Cancer by Gender



Breast Cancer: 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.

The National Cancer Institute reports that the average number of deaths per year in Llano County due to breast cancer is 28 out of every 100,000 females.⁴ Healthy People 2020 national health target is to reduce the breast cancer death rate to 20.6 deaths per 100,000 females.

⁴ Data source: National Cancer Institute <http://statecancerprofiles.cancer.gov/incidencerates/>

Diabetes

In Llano County, 12.9% of adults have been diagnosed with diabetes and that number is trending upwards each year. 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.

5. Implementation Strategies 2014–2016

How Scott & White Hospital – Llano will address specific community needs:

Priority Need #1: Obesity

Strategy #1: Expand efforts of the Transforming Texas Initiative in Burnet and Williamson county to Llano county by collaborating with the Highland Lakes Healthcare Partnership

Expected Impact: Promote health by addressing the social determinates of health (such as housing, transportation, and neighborhood infrastructure, poverty and healthcare access) on a systems level. Reduce rate of obesity thru nutrition and physical activity interventions by 5% over 5 years. Target 1% a year.

Objectives/Actions

- Use demographic maps to develop key contacts and stakeholders in specific locations to identify interventions that will assist Hispanic males with weight loss to target disparity issues.
- Por Vida – Collaborate with local restaurants to develop and advertise healthy choices on their menu. The Por Vida symbol on the menu would indicate that the recipe has been evaluated by a professional dietician and meets the criteria.
- Worksite Wellness – Institute programs in local businesses to encourage healthy choices among the employees. Example, vending machines with better choices, points for exercising, etc. Work with local convenience stores to have healthy choices.
- Walking Trails – Encourage and support local civic leaders to plan and execute the development of safe pedestrian paths. Support “Safe Routes to School “plan.

Strategy #2: Host and support local activities that encourage healthy activity and lifestyle choices

Expected Impact: Increase availability of local activity programs at no or low cost to promote weight loss/effective chronic disease management. Reduce rate of obesity by implementing at least 5 successful strategies for weight loss.

Objectives/Actions

- Increase promotional efforts for healthy lifestyle activities
 - A-frame posters in clinics highlighting special events
 - Post event information on hospital website
 - Send press releases to area news sources
- Walk Across Texas program in all S&W Hill country communities. Llano county participated in two walks coordinated by employees of S&W – Llano in the absence of a local county extension agent.
- Support annual Fun Run for Heart Month in February
 - Scott & White staff serve as event organizer and volunteers
- For FY16—Host a Healthy Food Fare similar to the community’s Food Festival. It will be a community event highlighting healthy foods and vendors.
- Community Challenge with HEB
 - Scott & White supports and encourages participation in this challenge that engages city officials, school districts and the community to be active and track their physical activity. Communities challenge others similar to their size in population.
- Bicycle Rodeo
 - Encourages utilizing bicycles for healthy exercise
 - Event targets children
 - Teaches bicycle safety
- Host a healthy cooking class at the Marble Falls clinic in partnership with the Scott & White Health Plan.
 - FY14 host 1 class
 - FY15 host 2 classes

<ul style="list-style-type: none"> ○ FY16 host quarterly classes or expand to other locations
<ul style="list-style-type: none"> ● Work with the Highland Lakes Healthcare Partnership to develop an effective chronic disease management model. Utilize community health workers to extend access to care for patients. (Nutrition classes, smoking cessation, personal fitness, etc.)
<ul style="list-style-type: none"> ● Advocate locally for community change to promote healthy living <ul style="list-style-type: none"> ○ Smoke free environments ○ Safe pedestrian paths/walking trails
<p>Strategy #3: Enhance healthy living education</p>
<p>Expected Impact: Reduce the rate of obesity by providing professional support in health education classes and hospital supported health fairs and health lectures with the target of participating in 8 community events per year.</p>
<p>Objectives/Actions</p>
<ul style="list-style-type: none"> ● Ensure Wellness.sw.org remains new and relevant in efforts to provide free access to information on a variety of health topics <ul style="list-style-type: none"> ○ 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
<ul style="list-style-type: none"> ● A Scott & White Dietician will participate in ISD health committees
<ul style="list-style-type: none"> ● Scott & White will continue to hold Health Fairs at Llano, Kingsland, and San Saba ISDs <ul style="list-style-type: none"> ○ Initiate health fairs at other school districts in 2015: Johnson City
<ul style="list-style-type: none"> ● 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.
<ul style="list-style-type: none"> ● Seek new opportunities for healthcare providers to give lectures to various community groups with relative health topics.

Priority Need #2: Adults with Diabetes

Strategy #1: Educate the community on Type 2 Diabetes and how to prevent and treat it

Expected Impact: the percentage of adults diagnosed with diabetes trends down over the next 3 years.

Objectives/Actions

- Partner with American Diabetes Association to provide educational material
 - Provide Diabetes Risk Tests and Living with Type 2 Diabetes information, acquired from ADA, as part of the information available at health fairs Scott & White participates in
 - Ensure the community is aware of local resources available to them
- Offer *Live Well Be Well* diabetes educational classes through S&W Nutrition department
 - What is diabetes
 - What prescribed medications are/how they work
 - Meal Planning
 - Advantages of exercise
 - How to check feet and body for wounds
 - Blood sugar measurement and target range
 - Distribution of Accucheck meters and test strips for class participants
 - Establish protocol for follow-up after class completion
 - Target program promotion for uninsured and underinsured when possible
- Provide glucose screenings and diabetes information at local health fairs
- Medical Bariatric Program – Promote medical weight loss as a means to prevent and control chronic diseases such as diabetes. The Hill country has a board certified medical bariatric physician as well as a bariatric surgeon who is certified by the American Society of Bariatric surgeons.

Strategy #2: Determine whether need is prevalent enough to pursue recruitment of an Endocrinologist to join Scott & White Hospital – Llano to provide specialized care and treatment for Hill Country community members diagnosed with Diabetes.

Expected Impact: The number of adults with diabetes receiving specialized treatment at Scott & White will increase.

Objectives/Actions

- Conduct additional analysis of diabetes related health indicators in the community
- Identify geographic locations where risk of diabetes is high
- Determine population groups most at risk
- Continue evaluation of current hospital and community resources to identify gaps in services
- Establish necessities for recruiting a new specialist and ensure hospital would have resources to accommodate

Priority Need #3: Cancer Death Rate

Strategy #1: Enhance education efforts on breast health

Expected Impact: Reduce the incidence of late stage breast cancer going undetected.

Objectives/Actions

- Provide educational materials outlining how often a women should be screened and what to look for
 - In Scott & White clinics
 - At health fairs and other community health events
- Provide medical expert speaker and breast health information at an annual women’s health event.

- Begin community outreach programs that focus on engaging women in understanding prevention and early detection of breast cancer; including mammograms and self-examination.
- Plan and promote opportunities for free screenings
- Set procedure for providing financial assistance if needed for follow up treatments
- Establish procedure for navigating through the system if follow up is required.

Strategy #2: Provide affordable skin cancer screening and updated information on guidelines

Expected Impact: Screen 120 people for common skin cancers to increase chances of curing the disease through early detection.

Objectives/Actions

- Plan and promote biannual skin cancer screenings to community at no charge
- Set procedure for providing financial assistance if needed for follow up treatments
- Include information on preventing skin cancer in health information provided at community health fairs

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. This will be managed with help from the Community Benefit Inventory for Social Accountability (CBISA) program in which community benefit program expenses and impact are tracked.

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

Population Health Management Strategy

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

Scott & White 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’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 S&W sites of care. The program will initially concentrate on COPD, Lower Back Pain, and Colorectal Cancer. By establishing physician lead standardized clinical pathways, CHASM will improve efficiency of care, lower cost of care, and improve the health of populations. Each year, the CHASM Steering Committee will evaluate community health needs as it identifies the diseases to focus on in the coming year.

6. Identified Needs Beyond the Hospitals Mission or Service Programs

Community Needs Not Being Addressed and Reasons Why

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

- Infant mortality
- Babies born to mothers with less than 12 years of education
- Preterm birth rates
- Transportation
- Mental Health Services
- Deaths due to Unintentional Injuries

These priorities did not meet the defined evaluation criteria, as described on page 11, 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 there are other community organizations better aligned to address these priorities.

Highland Lakes Pregnancy Resource Center assists with all issues relating to pregnancy, pregnancy loss, sexual health and relationships. Free services include help with enrollment in Medicaid and WIC, pregnancy testing, non-medical ultrasounds, support groups, private sessions with staff, maternity and baby items, educational literature and parenting classes.

Bluebonnet Trails Community Services Center provides mental health, mental retardation and early childhood intervention services including:

information and referral, psychiatric services, service coordination, housing assistance, family support services, respite, community education, symptom management, client and family mental health education, community living and problem solving, vocational training and employment assistance, skills training, supported home living services.

7. Implementation Strategy

Development Coordinators

The following people were either involved in the development 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
- Ernie Bovio, Chief Executive Officer, Scott & White Hospital – Llano
- 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
- Tammy Schaub, Sr. Executive Assistant to the CEO, Scott & White Hospital – Llano
- Linda Meredith, Director of Patient Safety and Quality, Scott & White Hospital – Llano, State of Texas APRN; Adult board NP-C, Geriatrics Board GNP-BC
- Karen Eaton, Sr. Executive Assistant to the AVP, Scott & White Hospital– Llano
- Lorie Thibodeaux, Program Manager, Patient Engagement & Safety, Scott & White Healthcare
- Brittney Bernard, Student Worker, Patient Engagement & Safety, Scott & White Healthcare
- Highland Lakes Healthcare Partnership