Texas Health Harris Methodist Hospital Cleburne

2016 Community Health Needs Assessment: Implementation Strategy Report

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Background

About Texas Health Resources

Mission

To improve the health of the people in the communities we serve.

Vision

Texas Health Resources, a faith-based organization joining with physicians, will be the health care system of choice.

Values

- **Respect** – Respecting the dignity of all persons, fostering a corporate culture characterized by teamwork, diversity and empowerment.
- **Integrity** – Conduct our corporate and personal lives with integrity; Relationships based on loyalty, fairness, truthfulness and trustworthiness.
- **Compassion** – Sensitivity to the whole person, reflective of God's compassion and love, with particular concern for the poor.
- **Excellence** – Continuously improving the quality of our service through education, research, competent and innovative personnel, effective leadership and responsible stewardship of resources.

Your feedback on this report is welcomed and encouraged. Please direct any questions or feedback to:

Texas Health Resources System Services
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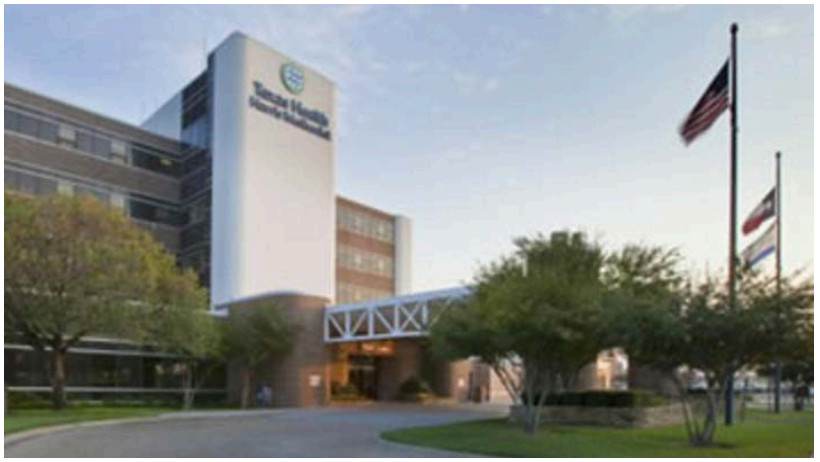
About Texas Health Harris Methodist Hospital Cleburne

Texas Health Harris Methodist Hospital Cleburne serves the communities of Cleburne, Joshua, Godley, Keene, Grandview, Alvarado, Rio Vista and Glen Rose with advanced medical treatments and an experienced staff that provides compassionate care.

With a mission of improving the health of the people in the communities we serve, Texas Health Cleburne and the physicians on its medical staff are committed to your well-being and the health and wellness of your family.

Texas Health Cleburne offers:

- Digestive Health
- Emergency Department
- Heart and Vascular
- Imaging
- Orthopedics
- Rehabilitation
- Respiratory Therapy
- Surgery
- Women and Infants Care



Texas Health Cleburne is designated as a Level IV Trauma Center by the Texas Department of State Health Services. The hospital earned a designation as a Pathway to Excellence from the Texas Nurses Association, and is designated as a Baby-Friendly Hospital by the World Health Organization and UNICEF.

Texas Health Cleburne is conveniently located northwest of Highway 67 near Nolan River Road in Cleburne.

CHNA & IS Process Overview

CHNA Report

Community Input Collection & Analysis

- In depth **interviews** and **focus groups** were conducted with individuals. An **online community survey** was also distributed to collect input on **community health needs, assets, and barriers** from **community members**. Each form of community input was analyzed, and **significant health needs, barriers, and assets/resources** were identified.

Secondary Data Analysis

- The **Healthy North Texas platform** was leveraged along with **PQI data from The DFW Hospital Council**. HCI's **data scoring methodology** was used to **compare indicator values** at **national, state, and county levels** as well as **trends over time** and **HP2020 targets**. HCI's **data scoring methodology** was used to **compare indicator values** at **national, state, and county levels** as well as **trends over time** and **HP2020 targets**.

Data Synthesis & Significant Health Needs

- The **qualitative (community input/primary data) and quantitative (secondary data)** analysis findings were **synthesized to identify significant community health needs**. Health needs were considered **"significant" if at least two** of the following **data types cited the topic** as a pressing health concern: **Key Informant/Focus Group Findings, Survey Findings, Secondary Data Findings**.

Prioritization of Significant Health Needs

- **Key hospital staff and stakeholders utilized** the **data** analysis and synthesis **findings to vote** on which **significant health needs will be prioritized for implementation strategy** development consideration. Participants engaged in **multiple rounds of voting and discussion**, and **considered specific system-wide criteria for prioritizing** significant health needs.

Texas Health Cleburne's Priority Health Needs for 2016 CHNA

Mental Health & Mental Disorders (including Substance Abuse and Addiction)	Diabetes (focus on Exercise, Nutrition & Weight)

IS Report

Implementation Strategy

- **Key hospital staff and stakeholders** considered the **prioritized health needs** in developing an implementation strategy. Participants examined **current initiatives and resources**, discussed **potential new programs and partnerships** within the community, and considered overall **Texas Health strategic planning process** to determine which **needs to address in the Implementation Strategy**.

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Implementation Strategy Design Process

This report summarizes the plans for Texas Health Resources to address the prioritized needs identified in the 2016 Community Health Needs Assessment (CHNA). Texas Health developed a system-wide community benefit strategy to leverage internal and external resources and increase its ability to impact community health needs.

The top prioritized health needs across the system were:

1. Mental Health & Substance Abuse
2. Exercise, Nutrition, & Weight
3. Access to Health Services and Healthcare Navigation & Literacy

From 2017-2019, Texas Health will implement strategies and activities aimed at addressing these areas. Mental Health & Substance Abuse is categorized as **Behavioral Health**; Exercise, Nutrition, & Weight is grouped under **Chronic Disease**, which has been a strategic area of focus for Community Health Improvement since the 2013 CHNA; and Access to Health Services and Healthcare Navigation & Literacy is jointly titled **Awareness, Health Literacy, & Navigation**.

In accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements, this plan was approved by the Texas Health Board of Directors on April 24, 2017.

Implementation Plan

Priority Area 1: Behavioral Health

Priority Area #1:	Behavioral Health
Need Statement	Mental disorders and substance abuse problems are among the most common forms of disability. Key informants and focus group participants noted a lack of mental health and substance abuse resources in Johnson County as an issue facing the community, as well as a need for education for adolescents regarding suicide. The Healthy People 2020 goal is to improve mental health and reduce substance abuse through prevention and by ensuring access to appropriate, quality behavioral health services.
Target Populations	• Low-income, uninsured/underinsured populations • Zip code 76059 • Immigrant and refugee populations • African American and Hispanic adolescents • Hispanic women with less than a high school education
Goals	Improve quality of life through awareness, detection, treatment, and management of behavioral health conditions; address social determinants of health by partnering with community organizations
Strategic Alignment	Consumer Focus
Resources	• Texas Health Cleburne Community Health Improvement Advocate & Staff • System-Level Community Health Improvement Staff • Educators and Other Staff • Texas Health Cleburne Community Health/Community Benefit Budget • Internal Service Lines • Community Partner Organizations/Agencies • Texas Health Buildings • Partner Organization Locations • Community Locations
Timeline	2017-2019

Priority Area 1: Behavioral Health (cont'd)

Priority Area #1:	Behavioral Health					
Strategies	Activities	Lead Dept / Staff	Process Objectives (SMART)	Anticipated Impact		
				Short-Term Outcomes (1 year)	Intermediate Outcomes (1-3 years)	Long-Term Outcomes (3+ years)
1.1 Explore opportunities for new system-wide behavioral health community program(s)	1.1.1 Define behavioral health topic area for strategic implementation	• Texas Health Cleburne Community Health Advocate • System-Level Community Health Improvement/ Vice President, Program Directors, Program Manager, Community Health Specialists, and Data Analyst	• Complete detailed assessment of behavioral health needs and barriers in primary and secondary service area zip codes	• Increase understanding of behavioral health needs and evidence-based behavioral health programs both internally with Texas Health Cleburne staff and externally with community partners	• Increase both Texas Health Cleburne and community capacity to address behavioral health needs, targeting underserved populations • Increase capacity to evaluate behavioral health programs	• Advance health equity by improving access to behavioral health services for underserved populations • Reduce the stigma associated with behavioral health conditions through community education and support
	1.1.2 Collaborate with System Services and other entities to determine appropriate system-wide approach to addressing behavioral health needs with particular attention to evidence-based programs and leverage internal and external partnerships to implement		• Complete comprehensive inventory of evidence-based behavioral health community programs and current and potential collaborators • Assess internal resources • Improve linkage between internal clinical and community service lines to better address community behavioral health needs • Identify appropriate behavioral health-specific program curriculum • Pilot program • Create training and have Community Health Advocate and educators trained • Partner with Faith Community Nurses/Community Health Workers, Behavioral Health service line, community partners and others to implement program prioritized to underserved populations			
	1.1.3 Collaborate with System Services and other entities to develop evaluation framework to track and report program impact to both internal and external stakeholders					
	1.1.4 Engage partners through behavioral health coalitions within service areas		• Research behavioral health-focused coalitions within Texas Health Cleburne service areas • Assess appropriate involvement or mobilize community partners in creation of new behavioral health-focused coalition			

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Priority Area 2: Chronic Disease Prevention & Management

Priority Area #2:	Chronic Disease (Diabetes) Prevention & Management, including Exercise, Nutrition & Weight
Need Statement	Chronic conditions are a significant public health issue and societal cost. However, regular physical activity, a healthful diet, and the maintenance of a healthy body weight can lower a person's risk of several chronic conditions and improve health and quality of life for those already diagnosed. 30% of adults in Johnson County are obese, and 9% are diabetic. Community survey participants named diabetes as the second most pressing health need for the community, while obesity/weight was named as the first. The Healthy People 2020 goal to reduce chronic conditions - such as diabetes - and complications from chronic conditions through better prevention, detection, treatment, and education efforts. *Source: County Health Rankings*
Target Populations	• Low-income, uninsured/underinsured populations • Zip code 76059* • Immigrant and refugee populations • African American and Hispanic adolescents • Hispanic women with less than a high school education
Goals	Improve quality of life and reduce healthcare overutilization through the continued prevention and management of chronic conditions; address social determinants of health by partnering with community organizations
Strategic Alignment	Consumer Focus, Exceptional Care, Value Creation, Culture of Excellence
Resources	• Texas Health Cleburne Community Health Improvement Advocate & Staff • System-Level Community Health Improvement Staff • Educators and Other Staff • Texas Health Cleburne Community Health/Community Benefit Budget • Internal Service Lines • Community Partner Organizations/Agencies • Texas Health Buildings • Partner Organization Locations • Community Locations
Timeline	2017-2019

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Priority Area 2: Chronic Disease Prevention & Management (cont'd)

Priority Area #2:	Chronic Disease (Diabetes) Prevention & Management, including Exercise, Nutrition & Weight					
Strategies	Activities	Lead Dept / Staff	Process Objectives (SMART)	Anticipated Impact		
				Short-Term Outcomes (1 year)	Intermediate Outcomes (1-3 years)	Long-Term Outcomes (3+ years)
2.1 Continue implementation of Stanford University's Chronic Disease/Diabetes Self-Management Programs (CDSMP/DSMP)	2.1.1 Hold CDSMP/DSMP workshops under the Texas Health program license and collaborate with community organizations/agencies to hold workshops under partners' program licenses; partner with Faith Community Nurses/Community Health Workers, community partners and others to deliver workshops to underserved populations	• Texas Health Cleburne Community Health Advocate • System-Level Community Health Improvement/ Program Manager Partner Organizations: • Community Council of Greater Dallas/Area Agency on Aging of Dallas County • North Central Texas Council of Governments Area Agency on Aging • Sixty and Better • Tarrant County Public Health • United Way of Tarrant County/ Area Agency on Aging of Tarrant County	• 75% of workshops held between 2017-2019 will be held in zip codes with the highest socioeconomic need* • 75% of participants enrolled in a workshop between 2017-2019 will complete 4 out of 6 sessions ("graduate") • 90% of program graduates between 2017-2019 will complete both a pre- and post-survey	• 75% of program graduates will indicate an increase towards the total confidence rate in self-managing their chronic condition • Increase Texas Health Cleburne and community capacity to address the management of chronic conditions in underserved populations	• 90% of program graduates will self-report "always" or "often" taking medications exactly as prescribed • 60% of DSMP graduates will self-report an A1C level below 9.0	• 30% decrease in preventable participant healthcare utilization related to chronic conditions in zip codes with the highest socioeconomic need • 50% decrease in overall preventable participant healthcare utilization related to chronic conditions following the completion of CDSMP/DSMP
	2.1.2 Collaborate with Texas Health Physician Group (THPG) to recommend patients to CDSMP/DSMP workshops		• 10% of program participants between 2017-2019 will be patients from THPG			
	2.1.3 Collaborate with System Services to develop evaluation plan to track workshop participants' sustained behavior changes related to the management of chronic conditions and self-reported biometrics at various intervals following completion of the workshop		• 50% of program graduates between 2017-2019 will be contacted for follow-up evaluation at various intervals following workshop completion			

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Priority Area 2: Chronic Disease Prevention & Management (cont'd)

Priority Area #2:	Chronic Disease (Diabetes) Prevention & Management, including Exercise, Nutrition & Weight					
Strategies	Activities	Lead Dept / Staff	Process Objectives (SMART)	Anticipated Impact		
				Short-Term Outcomes (1 year)	Intermediate Outcomes (1-3 years)	Long-Term Outcomes (3+ years)
2.2 Strengthen Delivery System Reform Incentive Payment (DSRIP) program	2.2.1 Continued partnership with the HOPE Clinic to provide chronic disease management to low-income/uninsured population	• DSRIP Project Lead	• 93% of achievement of available dollars for DY6 • Proactively prepare for anticipated changes to DSRIP	• 5% improvement over baseline in selected bundle measures	• 10% improvement over baseline in selected bundle measures	• 15% improvement over baseline in selected bundle measures
2.3 Proactively provide social interaction through group fitness classes for older adults aimed at increasing physical strength and stamina	2.3.1 Continue implementation of the Live Longer, Be Stronger exercise program for older adults	• Texas Health Cleburne Community Health Advocate	• 40% of workshops will be held in zip codes with the highest socioeconomic need* • Increase consistent attendance of participants who attend 3 times each week throughout the year	• 5% improvement over baseline in participants' physical stamina, flexibility, and strength	• 10% improvement over baseline in participants' physical stamina, flexibility, and strength	• 15% improvement over baseline in participants' physical stamina, flexibility, and strength

Priority Area 3: Awareness, Health Literacy & Navigation

Priority Area #3:	Awareness, Health Literacy & Navigation
Need Statement	21% of Johnson County residents lack health insurance, and 16.1% of people residing in Texas Health Cleburne's service area live below the Federal Poverty Level. But coverage is not the only need. Low health literacy--an individuals' ability to obtain, process, and understand basic health information--has been linked to poor health outcomes such as higher rates of hospitalization and less frequent use of preventive services. Increased access to comprehensive, quality health care services and improved health literacy are part of the Healthy People 2020 goals and objectives and are important measures to improve health equity and quality of life. *Sources: County Health Rankings, Healthy North Texas Dashboard*
Target Populations	• Low-income, uninsured/underinsured populations • Zip code 76059* • Zip code 76033** • Immigrant and refugee populations • African American and Hispanic adolescents • Hispanic women with less than a high school education
Goals	Increase individuals' awareness of and access to health information and services that are accurate, accessible and actionable; address social determinants of health by partnering with community organizations
Strategic Alignment	Consumer Focus
Resources	• Texas Health Cleburne Community Health Improvement Advocate & Staff • System-Level Community Health Improvement Staff • Educators and Other Staff • Texas Health Cleburne Community Health/Community Benefit Budget • Aunt Bertha Platform and Other Technologies • Internal Service Lines • Community Partner Organizations/Agencies • Texas Health Buildings • Partner Organization Locations • Community Locations
Timeline	2017-2019

Strategies	Activities	Lead Dept / Staff	Process Objectives (SMART)	Anticipated Impact		
				Short-Term Outcomes (1 year)	Intermediate Outcomes (1-3 years)	Long-Term Outcomes (3+ years)
3.1 Continue investment in Community Connect Online Resource Guide	3.1.1 Collaborate with System Services to raise awareness and disseminate information on Community Connect to internal and external stakeholders	• Texas Health Cleburne Community Health Advocate • System-Level Community Health Improvement/ Program Manager	• Disseminate resources to external stakeholders, particularly those working with underserved populations • Develop standard protocols for utilization and programmatic integration of tool internally and externally • Adapt tool to meet the needs of target populations	• Increase overall utilization of tool • Increase strategic utilization with particular focus on underserved populations • Increase Texas Health Cleburne capacity to provide consumers with information on navigating the healthcare system that is accurate, accessible and actionable	• Increase community capacity to provide consumers with information on navigating the healthcare system that is accurate, accessible and actionable	• 25% increase in use of tool by individuals living in zip codes with the highest socioeconomic need* • Advance health equity by improving access to healthcare resources for underserved populations • Improve discharge planning through integration of tool into internal processes

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Priority Area 3: Awareness, Health Literacy & Navigation (cont'd)

Priority Area #3:	Awareness, Health Literacy & Navigation					
Strategies	Activities	Lead Dept / Staff	Process Objectives (SMART)	Anticipated Impact		
				Short-Term Outcomes (1 year)	Intermediate Outcomes (1-3 years)	Long-Term Outcomes (3+ years)
3.2 Continue implementation of MaineHealth's A Matter of Balance Fall Prevention Program (AMOB)	3.2.1 Hold AMOB workshops under the Texas Health program license and collaborate with community organizations/agencies to hold workshops under partners' program licenses; partner with Faith Community Nurses/Community Health Workers, community partners and others to deliver workshops to underserved populations, as well as those living in high fall rate areas	• Texas Health Cleburne Community Health Advocate • System-Level Community Health Improvement/ Program Manager Partner Organizations: • Community Council of Greater Dallas/Area Agency on Aging of Dallas County • North Central Texas Council of Governments Area Agency on Aging • Sixty and Better • Tarrant County Public Health • United Way of Tarrant County/ Area Agency on Aging of Tarrant County	• 60% of workshops held between 2017-2019 will be held in zip codes with the highest socioeconomic need* or the highest incident rates of falls** • 80% of participants enrolled between 2017-2019 in a workshop will complete 5 out of 8 sessions ("graduate") • 90% of program graduates between 2017-2019 will complete both a pre- and post-survey	• 50% of program graduates will report that they are "not at all" concerned that they will fall in the three months following the last class • 60% of program graduates will report that they are "absolutely sure" that they can find a way to get up if they fall • 50% of program graduates will report that they are "absolutely sure" that they can increase physical strength and become steadier on their feet • Increase Texas Health Cleburne and community capacity to address the fear of falling and fall prevention in underserved populations	• 30% decrease in overall participant healthcare utilization associated with falls or fall-related injuries of participants following the completion of AMOB	• 40% decrease in healthcare utilization rate related to falls or fall-related injuries for older adults living in zip codes with high economic need • 30% decrease in healthcare utilization rate related to falls or fall-related injuries for older adults living in zip codes with the highest fall incident rates
	3.2.2 Collaborate with THPG to recommend patients to AMOB workshops		• 10% of program participants between 2017-2019 will be patients from THPG			
	3.2.3 Collaborate with System Services to develop evaluation plan to track workshop participants' sustained behavior changes related to fall prevention and fear of falling at various intervals following completion of the workshop		• 50% of program graduates between 2017-2019 will be contacted for follow-up evaluation at various intervals following workshop completion			

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The following information can be found in the Appendices:

I. Project Team

II. Consulting Organization

Appendices

Appendix I: Project Team

- **Ronda Dillard, BSN, RN, COHN,** Community Health Improvement Coordinator, Texas Health Cleburne
- **Catherine Oliveros, MPH, DrPH,** Vice President, Community Health Improvement, Texas Health Resources
- **Jamie Judd, MBA,** Program Director, Community Health Improvement, Texas Health Resources
- **Catherine McMains, MPH, CPH,** Community Benefit & Impact Specialist, Texas Health Resources
- **Lorrie Normand, DNP, RN, BSN, MHA,** President, Texas Health Cleburne
- **Judy Laviolette, MD,** Chief Medical Officer, Texas Health Cleburne

Appendix II: About Healthy Communities Institute

Conduent Healthy Communities Institute (HCI), formerly a Xerox Corporation, was contracted by Texas Health Resources to conduct the 2016 Community Health Needs Assessment, support Implementation Strategy development, and to author the CHNA and IS reports. Based in Berkeley, California, HCI provides customizable, web-based information systems that offer a full range of tools and content to improve community health, and developed the Healthy North Texas Platform. To learn more about Healthy Communities Institute please visit: www.HealthyCommunitiesInstitute.com

HCI's mission is to improve the health, vitality, and environmental sustainability of communities, counties, and states

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