

# Texas Health Huguley Hospital Fort Worth South

*2016 Community Health Needs Assessment:  
Implementation Strategy Report*



## Report Contents

- Background
  - About the Organizations
  - CHNA Overview
  - Implementation Strategy Design Process
- Implementation Plan
  - Priority 1: Behavioral Health
  - Priority 2: Chronic Disease Prevention & Management
  - Priority 3: Awareness, Health Literacy & Navigation
  - Priority 4: Older Adults & Aging

## Appendix Contents

- I. Project Team
- II. Consulting Organization

# 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:***

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Texas Health Huguley Hospital Fort Worth South opened in 1977 as a member of Adventist Health System, the largest not-for-profit Protestant health care organization in the U.S. In 2012, Texas Health Resources and Adventist Health System formed a partnership to own Texas Health Huguley Hospital, with Adventist Health System managing the daily operations of the hospital.

As a member of Adventist Health System, Texas Health Huguley, is operated in a tradition of healthcare that recognizes that total health is achieved through the proper balance of physical, mental, social and spiritual well-being.

Describing the facility of Texas Health Huguley is easy. We are a 223-bed acute care hospital located on I-35W in south Fort Worth. The hospital includes a medical intensive care unit, a cardiovascular critical care unit, a progressive care unit, open heart surgery center and behavioral health. We have an accredited bone and joint program, an accredited chest pain center, and an award-winning emergency department available 24 hours a day, seven days a week. More than 350 primary care and specialty physicians provide a wide range of inpatient and outpatient services.

Describing the spirit of Texas Health Huguley is much more challenging. It is also much more important. We are people from many faiths and cultures, united to relieve suffering and bring healing to people. Our mission is to extend the healing ministry of Christ, to care for the whole person, body, mind and spirit.

We treat everyone -- patients, their families, and staff -- with dignity, respect and compassion. It is visible in the concern of our caring nurses, the dedication of our physicians, the comfort of our chaplains and the attentiveness of our staff. Throughout our organization, you will find an atmosphere of collaboration and cooperation.

As community members, we recognize the relationship between the community and health care. Our mobile health services bus travels to outlying communities to reach those who may not have access to a healthcare provider. We partner with local schools, churches and businesses to educate and inspire wellness.

Also located on the Texas Health Huguley campus are:

- [Texas Health Huguley Surgery Center](#)
- [Texas Health Huguley Imaging Center](#)
- [Center for Wound Care and Hyperbaric Medicine](#)
- [Huguley Nursing and Rehab Center](#)
- [Emery J. Lilge Hospice House](#)
- [Texas Health Huguley Fitness Center](#)
- [Center for Cancer and Blood Disorders](#)
- [Heritage Place Retirement Community at Huguley](#)



## CHNA Report



- 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.



- 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**.



- 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**.



- **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 Huguley's Priority Needs for 2016 CHNA

<b>Access to Health Services</b>	<b>Mental Health &amp; Mental Disorders</b>	<b>Exercise, Nutrition &amp; Weight</b>	<b>Older Adults &amp; Aging</b>
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## IS Report



- **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**.

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**.

Texas Health Huguley Hospital Fort Worth South is owned under a partnership between Texas Health Resources and Adventist Health System, with Adventist Health System managing the daily operations of the hospital.

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				
<b>Need Statement</b>	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 resources for children, adolescents, and adults 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.					
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• Low-income, uninsured/underinsured populations</li> <li>• Zip codes 76059, 76140</li> <li>• Children &amp; Adolescents</li> <li>• Hispanic women with less than a high school education</li> </ul>					
<b>Goals</b>	Improve quality of life by increasing accessibility and awareness of current community behavioral health offerings and developing strong partnerships with local school districts, law enforcement, and community clinics to help patients navigate system					
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Texas Health Huguley Staff</li> <li>• Educators and Other Staff</li> <li>• Texas Health Huguley Community Health Budget</li> <li>• Texas Health Buildings</li> <li>• Community Partner Organizations/Agencies</li> <li>• Partner Organization Locations</li> <li>• Community Locations</li> </ul>					
<b>Timeline</b>	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)
1.1 Continue to provide behavioral health services to underserved communities	1.1.1 Strengthen Delivery System Reform Incentive Payment (DSRIP) program by continuing to offer free behavioral health intake assessments to increase navigation of complex healthcare delivery system	• DSRIP Project Lead	<ul style="list-style-type: none"> <li>• Promote free assessments to local police departments, school districts, and resource centers in Texas Health Huguley's primary service area</li> <li>• 93% of achievement of available dollars for DY6</li> <li>• Proactively prepare for anticipated changes to DSRIP</li> </ul>	<ul style="list-style-type: none"> <li>• 5% improvement over baseline in selected bundle measures</li> </ul>	<ul style="list-style-type: none"> <li>• 10% improvement over baseline in selected bundle measures</li> </ul>	<ul style="list-style-type: none"> <li>• 15% improvement over baseline in selected bundle measures</li> </ul>
	1.1.2 Partner with the City of Everman and Everman Independent School District to provide health education classes and screening opportunities	• Marketing & Communications	<ul style="list-style-type: none"> <li>• Take health education classes and screening opportunities directly to community through participation in monthly Student Health Advisory Committee meetings</li> <li>• Build integrated referral network from community based outreach and partnerships to the hospitals mental health services</li> <li>• Build trust with underserved populations</li> </ul>	<ul style="list-style-type: none"> <li>• Increase awareness of free assessments and services</li> <li>• Increase community access to needed behavioral health resources</li> </ul>	<ul style="list-style-type: none"> <li>• Improve outreach through integration of mental health services into referral network</li> <li>• Increase trust with underserved populations</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in undiagnosed mental health/mental disorders</li> <li>• Increase trust with underserved populations and greater community</li> </ul>

# Priority Area 2: Chronic Disease Prevention & Management

Priority Area #2:		Chronic Disease Prevention & Management, including Exercise, Nutrition & Weight				
<b>Need Statement</b>	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. Community survey participants named heart disease as the third 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. <i>Source: County Health Rankings</i>					
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• Low-income, uninsured/underinsured populations</li> <li>• Zip codes 76059, 76140</li> <li>• Children &amp; Adolescents</li> <li>• Hispanic women with less than a high school education</li> </ul>					
<b>Goals</b>	Improve quality of life and reduce healthcare overutilization by educating community on living healthier lives through good nutrition and provide opportunities for community members to learn how to be more active and manage weight					
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Texas Health Huguley Staff</li> <li>• Educators and Other Staff</li> <li>• Texas Health Huguley Community Health Budget</li> <li>• Texas Health Buildings</li> <li>• Community Partner Organizations/Agencies</li> <li>• Partner Organization Locations</li> <li>• Community Locations</li> </ul>					
<b>Timeline</b>	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)
2.1 Raise awareness and accessibility of living a healthier life through Fitness Center and strategic partnerships	2.1.1 Offer free community nutrition courses to educate community on healthier eating options	• Nutrition Services	• Provide 4 community nutrition classes per year	<ul style="list-style-type: none"> <li>• Increase awareness and attendance at provided classes and events</li> <li>• Implement CREATION Health into classes and events</li> </ul>	<ul style="list-style-type: none"> <li>• Increase membership at fitness center</li> <li>• Increase community awareness of CREATION Health and hospital's overall focus on wellness</li> </ul>	<ul style="list-style-type: none"> <li>• See quantifiable results of a healthier community</li> <li>• Integration of CREATION Health principles in daily lives of community members</li> </ul>
	2.1.2 Continue implementation of Stanford University's Diabetes Self-Management Programs (DSMP)	• Certified Diabetes Educator	• Provide 6 DSMP workshops per year			
	2.1.3 Offer exercise courses through Texas Health Huguley Fitness Center to encourage healthy habits	• Fitness Center/ Manager	<ul style="list-style-type: none"> <li>• Promote membership for regular fitness activity</li> <li>• Provide 4 opportunities a year for community members to participate in free fitness activities</li> </ul>			
2.2 Strengthen Delivery System Reform Incentive Payment (DSRIP) program	2.2.1 Continued implementation of congestive heart failure (CHF) in-patient program	• DSRIP Project Lead	<ul style="list-style-type: none"> <li>• Provide education to post discharge CHF patients and connect to continued care</li> <li>• 93% of achievement of available dollars for DY6</li> <li>• Proactively prepare for anticipated changes to DSRIP</li> </ul>	<ul style="list-style-type: none"> <li>• 5% improvement over baseline in selected bundle measures</li> </ul>	<ul style="list-style-type: none"> <li>• 10% improvement over baseline in selected bundle measures</li> </ul>	<ul style="list-style-type: none"> <li>• 15% improvement over baseline in selected bundle measures</li> </ul>

# Priority Area 3: Awareness, Health Literacy & Navigation

Priority Area #3:		Awareness, Health Literacy & Navigation (Access to Health Services)				
<b>Need Statement</b>	21% of Johnson County residents lack health insurance, and 14.8% of people residing in Texas Health Huguley'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. <i>Sources: County Health Rankings, Healthy North Texas Dashboard</i>					
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• Low-income, uninsured/underinsured populations</li> <li>• Zip codes 76059, 76140</li> <li>• Children &amp; Adolescents</li> <li>• Hispanic women with less than a high school education</li> </ul>					
<b>Goals</b>	Increase individuals' awareness of and access to health information that is accurate, accessible, and actionable					
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Texas Health Huguley Staff</li> <li>• Educators and Other Staff</li> <li>• Texas Health Huguley Community Health Budget</li> <li>• Texas Health Buildings</li> <li>• Community Partner Organizations/Agencies</li> <li>• Partner Organization Locations</li> <li>• Community Locations</li> </ul>					
<b>Timeline</b>	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 Be present, visible, and accessible in the community through Mobile Health Unit (MHU) services and community wellness classes and events	3.1.1 Strengthen Delivery System Reform Incentive Payment (DSRIP) program by continuing implementation of MHU at 12 locations in underserved communities	<ul style="list-style-type: none"> <li>• DSRIP Project Lead</li> <li>• Huguley Mobile Health Services Bus</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately 12 site visits per month, excluding major holidays</li> <li>• See approximately 2,500 unique individuals per year</li> <li>• 93% of achievement of available dollars for DY6</li> <li>• Proactively prepare for anticipated changes to DSRIP</li> </ul>	<ul style="list-style-type: none"> <li>• 5% improvement over baseline in selected bundle measures</li> </ul>	<ul style="list-style-type: none"> <li>• 10% improvement over baseline in selected bundle measures</li> </ul>	<ul style="list-style-type: none"> <li>• 15% improvement over baseline in selected bundle measures</li> </ul>
	3.1.2 Make community health classes more accessible to improve wellbeing of the community	<ul style="list-style-type: none"> <li>• Marketing &amp; Communications</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly community class schedule that is distributed on the website</li> <li>• Reach approximately 1,000 individuals per year through community health classes and events</li> <li>• Build referral network for the MHU to send patients needing specialty care</li> <li>• Remove transportation as a primary barrier and reduce unnecessary Emergency Department visits</li> </ul>	<ul style="list-style-type: none"> <li>• Increase community access to needed healthcare</li> <li>• Increase awareness of community health offerings</li> </ul>	<ul style="list-style-type: none"> <li>• Increase trust with the community</li> </ul>	<ul style="list-style-type: none"> <li>• Increase access to health services by increasing total number of unique individuals reached</li> <li>• Advance health equity by addressing transportation as barrier to health</li> </ul>

# Priority Area 4: Older Adults & Aging

Priority Area #4:		Older Adults & Aging				
<b>Need Statement</b>	<p>Older adults are among the fastest growing age group and are at a high risk for developing chronic illness and related disabilities which lower quality of life and contribute to the leading cause of death among this population. 11.8% of adults in Texas Health Huguley's service area are age 65 and older. Key informants noted the growing number of older adults in the community, as well as the difficulty older adults can face when finding a physician who accepts Medicare. Between 2011-2015, 5.9% of older adults in Johnson County lived below Federal Poverty Level. The HP2020 goal is to improve the health, function, and quality of life of older adults.</p> <p><i>Sources: Healthy North Texas Dashboard</i></p>					
<b>Goals</b>	<p>Improve quality of life and reduce healthcare overutilization of adults age 65 and over by promoting safe living environments for aging population and educating older adults on topics specific to aging in a healthy way</p>					
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Texas Health Huguley Staff</li> <li>• Educators and Other Staff</li> <li>• Texas Health Huguley Community Health Budget</li> <li>• Texas Health Buildings</li> <li>• Community Partner Organizations/Agencies</li> <li>• Partner Organization Locations</li> <li>• Community Locations</li> </ul>					
<b>Timeline</b>	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)
4.1 Provide healthcare services to older adults in underserved communities	4.1.1 Educate older adults on healthy living activity and environments through seminars on stroke, chest pain, and trauma	• Nursing Administration	<ul style="list-style-type: none"> <li>• Provide 2 stroke and heart health screening events per year</li> <li>• Provide 2 safe environment (trauma avoidance) courses per year</li> </ul>	<ul style="list-style-type: none"> <li>• Improve awareness of how to avoid accidents</li> <li>• New social circles developed among engaged older adults</li> <li>• Increase knowledge of signs and symptoms of stroke and heart attacks</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of older adults engaging with Texas Health Huguley on education and prevention</li> </ul>	<ul style="list-style-type: none"> <li>• Overall reduction in avoidable accidents and falls due to unsafe environment</li> <li>• Older adults view Texas Health Huguley as a community resource for health education, social interaction, and wellness</li> </ul>
	4.1.2 Utilize Texas Health Huguley's Senior Class program to offer social, educational, and development activities for older adults	• Marketing & Communications	<ul style="list-style-type: none"> <li>• Provide 6 older adult education classes per year, including social, screening, and educational activities</li> </ul>			

The following information can be found in the Appendices:

- I. Project Team
- II. Consulting Organization

# Appendices

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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](http://www.HealthyCommunitiesInstitute.com)

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

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