

United Regional Health Care System Community Health Needs Assessment Implementation Plan

A comprehensive Community Health Needs Assessment (CHNA) was conducted for United Regional Health Care System (United Regional) during the timeframe from August 2012 to October 2013. The CHNA and related implementation plan was then reviewed with, and approved by, United Regional's Board of Directors in October 2013. The CHNA development process was as follows:

- Establish parameters and scope
- Collect and analyze data
- Obtain input from persons with special knowledge
- Document and communicate results
- Prioritize community need
- Develop implementation plan

The hospital's study area was defined as Wichita County, which comprises over 70% of United Regional's inpatient discharges. Analysis included a careful review of the most current health data available and input from numerous community representatives with special knowledge of public health. Findings indicated that there were seven (7) major identified needs in the community served by United Regional.

Hospital leadership then prioritized those seven (7) needs using a structured matrix. The final list of prioritized needs, in descending order, is listed below:

1. Additional Healthcare Providers
2. Access to Affordable Primary Care and After-Hours Non-Urgent Care
3. Fragmented Continuum of Care
4. Patient Education and Preventive Care
5. Childhood Hunger and Malnourishment Issues
6. Health Disparities Among Specific Populations
7. Unhealthy Lifestyles and Behaviors in the Community

United Regional is also an active member of the Health Coalition of Wichita County (Coalition), initiated in 2012. The Coalition includes representatives from all segments of the community health care system. The Coalition members worked together to develop a community health vision for Wichita County and to identify the characteristics of a health community. The Coalition then identified goals, priorities, and strategies for Wichita County; these were

documented within the Community Health Improvement Plan in mid-2013. Not unexpectedly, there was significant overlap between the needs identified via United Regional's CHNA and the Coalition's Community Health Improvement Plan. As such, the hospital plans to take a leadership approach towards addressing priorities one (1) through four (4) listed above; through partnership with the Coalition, the hospital plans to take a collaborative approach towards addressing priorities five (5) through seven (7), following the lead of others within the Coalition.

United Regional leadership has developed the following Implementation Plan to identify specific activities and services which directly address these priorities. The objectives were identified by studying the prioritized health needs, within the context of the hospital's overall strategic plan and the availability of finite resources. The Plan includes a rationale for each priority, followed by an overall objective, specific implementation activities, and the anticipated impact and evaluation.

PRIORITY 1: Additional Healthcare Providers

Rationale: Findings indicate that the community needs access to additional healthcare providers. This includes primary care physicians, specialists, mental health providers, and providers willing to accept Medicare, Medicaid and self-pay patients. Interviewees specifically mentioned that wait times for certain specialists are problematic and more psychiatrists are needed in the community, particularly in pediatrics.

Objective: Provide access to additional healthcare providers in the community, including those that accept all payer classes. [This objective also correlates with the Coalition's goal to ensure there is the availability of, and access to, the number and types of health care providers necessary to meet the needs of the community.]

Implementation Activities:

- Over the 2011-August 2013 timeframe, United Regional recruited physicians to the community in the following specialties: anesthesia, cardiovascular surgery, dermatology, emergency medicine, endocrinology, gastroenterology, infectious disease, obstetrics/gynecology (OB/Gyn), orthopedics, pediatrics, primary care, pulmonology, and rheumatology.
 - The cardiovascular surgery, endocrinology, OB/Gyn, orthopedics, primary care and rheumatology physicians are employed by United Regional Physician Group (URPG) and accept patients from all payer sources (including Tricare, Medicare, Medicaid, CHIP, etc.)

- United Regional will continue to expand specialty care capacity by recruiting physicians in such specialties as neurosurgery, orthopedics, psychiatry, urology, trauma surgery, and others as outlined in its Physician Needs Assessment, which will be updated periodically to ensure continuous reflection of community need. In addition to URPG physicians, United Regional will also work to encourage physicians new to the community to accept all payer classes.
- United Regional will develop a Physician Leadership Academy to educate and train the community’s physician leaders of tomorrow. The curriculum is designed to help prepare physicians to serve as effective members or officers of the medical staff and medical staff committees, medical directors, leaders of group practices, practice associations, and medical societies, quality improvement champions, and/or physician executives.
- Members of the Clinical Education Team will continue to provide continuing nursing education to employees, community nurses and emergency response personnel from the local and rural communities.
- United Regional will participate in the Health Coalition of Wichita County’s initiatives to ensure availability of and access to the number and types of healthcare providers necessary to meet the needs of the community, including the Coalition’s efforts to:
 - Complete a needs assessment that determines the numbers and types of providers needed, as well as access issues.
 - Develop an approach for recruitment activities among various health services providers

Impact and Evaluation:

- United Regional will track the number/types of newly recruited physicians, compared with needs identified in the periodically-updated needs assessment.
- United Regional will evaluate the progress of its “Physician Leadership Academy.”
- United Regional will track and assess its active participation in the Health Coalition of Wichita County’s initiatives.

PRIORITY 2: Access to Affordable Primary Care and After-Hours Non-Urgent Care

Rationale: Findings suggest that there is a need for increased access to affordable primary care and after-hours non-urgent care. The low income population in Wichita County is a designated health professional shortage area and nearly one fourth of residents (24%) are uninsured. Interviewees also noted that access was particularly difficult for low income, under/uninsured and elderly populations. It was noted that a significant number of working poor individuals fall

through the cracks and many patients use the emergency department (ED) for primary care because they can't be turned away based on insurance or financial reasons. Many felt that increased availability of after-hours non-urgent care would address access issues and reduce inappropriate ED use.

Objective: Provide access to affordable primary care and after-hours non-urgent care.

Implementation Activities:

- Via its employed physician group, United Regional operates a primary care walk-in clinic, CarePlus, which is staffed by its employed primary care providers (physicians and advanced practitioners). CarePlus has expanded its hours and is now open from 7:30 AM to 7:00 PM, Monday-Friday.
- United Regional will offer to develop partnerships with rural communities/hospitals (e.g., Bowie Memorial Hospital) to improve access to primary care and wellness care.
- United Regional will provide young families who frequent the Emergency Department for pediatric care with brochures and information about establishing a relationship with a primary care physician.
- United Regional will continue to provide office space for two Texas Department of Health and Human Services staff members and 50% of their monthly operating cost to assist families with qualification for Medicaid services.
- United Regional will continue to provide medical care to all patients in need, regardless of their ability to pay. In addition to its internally-provided charity program, United Regional is a health care provider under the State of Texas Medicaid Program and a mandated provider under the Wichita County Indigent Program. United Regional also employs a staff member to find financial coverage for specialty drugs necessary for certain patient care, which in turn lowers costs borne within the community. Specifically, the program identifies infusion patients who have no insurance or limited insurance coverage for the medications they need (drugs that can cost as much as \$5,000 per dose) to treat their disease, often cancer.

Impact and Evaluation:

- United Regional will monitor the number of patients seen in the CarePlus walk-in primary care clinic.
- United Regional will assess progress of developing partnerships with rural communities, inclusive of primary care provision.
- United Regional will track the materials distributed to families that frequent the Emergency Department.

- United Regional will measure cost of charity care provided, within both United Regional and URP.
- Likewise, United Regional will track the number of patients aided through its drug financial assistance program.

PRIORITY 3: Fragmented Continuum of Care

Rationale: Findings suggest that there is a community-wide disconnect in coordination of patient care across settings and across conditions. Interviewees discussed the extensive gaps in care that exist for patients with mental and behavioral health conditions, as well as substance abusers. Interviewees perceive access to substance abuse care as unavailable for low income and the under/uninsured. Crisis-level, episodic care is the only resource available to those who suffer from mental illnesses in the community and services are limited at the FQHC due to funding sources. In addition, there are overall collaboration and coordination issues among providers in the community. There was a consensus among interviewees that many patients fall through the cracks when providers don't communicate and collaborate before and after changes in care settings.

Strategy: United Regional does not currently offer mental or behavioral health services. As a result, United Regional will focus its resources on addressing the fragmented continuum of care that occurs when patients transition from one care setting to the next by offering resources such as discharge planners and follow-up care. United Regional will work with the Coalition as appropriate to address its goal of increasing early identification and treatment of individuals with behavioral/mental issues.

When a patient with a mental or behavioral health condition comes through the Emergency Department at United Regional, the patient will be stabilized and transferred to a facility that can more appropriately treat their mental or behavioral health condition (typically, that facility is Red River Psychiatric Hospital).

Objective: Promote activities, as well as educational opportunities, and participate in initiatives that aim to address the fragmented continuum of care. [This also corresponds to the Coalition's goals of 1) increasing collaboration and communication among community health partners and 2) strengthening processes that improve the continuity of care for health services consumers.]

Implementation Activities:

- United Regional will continue to operate its Heart Failure Clinic. All heart failure patients are scheduled to follow-up at the Heart Failure Clinic within one (1) of hospital discharge to assess post-discharge health, address lifestyle changes to help stay healthy, and avoid readmission. The clinic takes all payer sources and those without insurance.
- Physician referral, class registration, and nurse triage services will continue to be offered at no charge to the community through the United Regional's "Call-A-Nurse" phone line. Referrals are provided for local physicians as well as other community health care services.
- United Regional will continue to coordinate its Community Partners Group which is comprised of individuals representing healthcare providers including, but not limited to, nursing homes, home health, DME, SNF & rehab facilities, hospice, retirement centers, hospitals, EMS, etc. United Regional staff from social services, supportive care, Heart Failure Clinic, quality and safety, information technology, admitting, and other departments participate as needed. The overall purpose of the group is to help ensure smooth transitions of patients between and among various health care entities within the community, providing appropriate care and communication throughout the care continuum.
- United Regional will continue to offer its Supportive Care program to assist patients who have chronic diseases to access the medical and emotional support needed to best manage their disease processes. The program helps patients with medication management, assistive equipment, counseling and referrals to other needed services to help ensure that they are getting the appropriate ongoing and long-term care they need to stay as functional as possible.
- United Regional will continue to provide patients upon admission with a "discharge planning notebook" that helps patients and family members better prepare for discharge and the next venue of care. The notebook contains information and resources on home health, rehabilitation, long term care, disease-specific management, medication management and community organizations that provide support to persons in the community.
- United Regional will establish a process for hospital based case managers to follow up with identified patients related to chronic conditions to provide discharge instructions and patient education regarding symptom management.
- United Regional will lead the implementation of the Health Information Exchange (HIE) which will allow hospitals, physician practices and other health care providers within the community/region to access to their respective patients' health information to help improve efficiency and effectiveness of patient care among handoffs to community providers.

- United Regional will participate in the Health Coalition of Wichita County’s initiatives to increase collaboration and communication among community health partners. The Coalition’s initiatives include:
 - Develop a plan to ensure the continuation of community coalition
 - Implement an annual health services summit that bring together health and human services providers (e.g., Heart Failure Summit in Fall 2013)
 - Develop a communication framework that facilitates communication and collaboration among community partners
- United Regional will participate in the Health Coalition of Wichita County’s initiatives to strengthen processes that improve the continuity of care for health services consumers. These initiatives include:
 - Developed standardized processes that comply with applicable state and federal laws and will enable service providers to share information electronically
 - Educated providers on the importance of and processes by which care can be coordinated
 - Develop tools for personal record keeping and contact information of care providers accessible by patient and caregivers
- United Regional will participate, as appropriate, in the Health Coalition of Wichita County’s initiatives to increase early identification and treatment of individuals with behavioral and mental health conditions.

Impact and Evaluation:

- United Regional will monitor usage of its “Call-A-Nurse” phone line referral service.
- United Regional will quantify participants in the Heart Failure Clinic.
- United Regional will measure the 30-day readmission rate for heart failure patients.
- United Regional will track participants in the Supportive Care program.
- United Regional will track and assess the progress of developing tools for improved discharge communication, establishing best practice protocols and the establishment of a hospital based case manager discharge instructions process.
- United Regional will measure and assess its investments in information technologies and infrastructure that improve communication and efficiency.
- United Regional will track initiatives that improve/expand care transitions.
- United Regional will track and assess its active participation in the Health Coalition of Wichita County’s initiatives.

PRIORITY 4: Patient Education and Preventive Care

Rationale: Findings suggest that there is a need for patient education and preventive care in the community. Interviewees discussed the need to increase both the quantity and the quality of patient education. Education includes information related to applying for healthcare benefits that they might qualify for and specific disease-related prevention efforts. It was noted that education should include many issues and diseases, but special focus is needed on obesity and nutrition. Finally, it was noted that patient compliance and responsibility are always an issue but more collaboration between organizations would increase effectiveness and awareness.

Objective: Engage in efforts to provide quality patient education programs and opportunities for preventive care.

Implementation Activities:

- United Regional will continue to offer the Women’s Health Series, which provides lectures on a variety of topics for women of all ages.
- United Regional will continue to offer the Healthy You Lecture Series, which provides physician speakers on a variety for health topics to help educate community members on health promotion and disease prevention as well as health resources for screening and treatment.
- United Regional will continue to offer free community education seminars educating the public on surgical options for total joint replacement.
- United Regional’s Cardiopulmonary Rehabilitation Department will continue to offer a pulmonary support group every other month entitled Breathsavers. This program is designed for adults with pulmonary diseases (COPD, asthma, emphysema and chronic bronchitis). Its purpose is to assist those afflicted with pulmonary disease to develop self-care skills for a more active life and to find support among others with pulmonary disease.
- United Regional will continue to offer prenatal classes to help expectant mothers have a healthy pregnancy; United Regional will continue to assist Sheppard Air Force Base with their monthly prenatal orientation. The hospital’s Community Health Education Specialist presents information to couples monthly about the hospital’s Mother/Baby Unit, what to expect during their stay, as well as provides general prenatal education.
- United Regional will continue to operate Joint Camp to provide education to people who are scheduled for a joint replacement at no cost to participants.
- United Regional will continue to participate in a variety of health fairs and presentations focused on education and prevention in the community.

- United Regional will continue to support the Regional Advisory Council, which uses a hands-on approach to help prevent trauma fatalities and injuries. The council provides injury prevention and trauma education across a 10-county region. The Injury Prevention Coalition plays a key role in education using a multi-disciplinary team from the area. Included in this education are child passenger safety, bicycle safety, fall prevention and home safety, medication safety and many other issues promoting safe communities. In addition, the council hosts trauma education courses and provides continuing education and continuing medical education for area physicians, nurses and EMS professionals.
- United Regional will continue to publish “Healthy You,” a community magazine which is distributed three times per year to approximately 50,000 residents in the nine-county primary service and secondary service area. Each edition contains content relevant to a variety of health concerns as well as promotes hospital services including support groups and community education offerings. Example health topics have included stroke, cardiac health, emergency care, diabetes, healthy eating, influenza, seasonal allergies, hospitalist program, summer safety, athletic injuries, concussions, joint replacement, and other specialty services and surgical interventions.
- United Regional will continue to provide the Tres Hood Cancer Resource Center. The Cancer Resource Center is designed in a library fashion and is available to clinical staff, patients and their family members. The center has a myriad of cancer education materials and a resource nurse available to help families learn more about cancer.
- United Regional will develop and implement a communications campaign to encourage preventive care and healthy lifestyle choices.
- United Regional will participate in the Health Coalition of Wichita County’s initiatives regarding its goal of reducing the prevalence of individuals who are overweight or obese in Wichita County.

Impact and Evaluation:

- United Regional will monitor participation and attendance at community education programs, classes, health fairs, seminars and other events.

PRIORITY 5: Childhood Hunger and Malnourishment Issues

Rationale: Findings suggest that childhood hunger and malnourishment issues may be a concern in the community. Interviewees discussed these issues as particularly prevalent among low income children. Many said that low income children are not receiving adequate nutrition at home and too many are going hungry. The school system is trying to help but needs to serve

more nutritious meals. Data indicators also suggest there are increasing percentages of children enrolled in free/reduced price lunch, children receiving supplemental security income and children receiving WIC in Wichita County. As of 2010, about 30% of children in Wichita County are receiving SSI compared to around 19% in Texas.

Objective: United Regional will partner with the Health Coalition of Wichita County to address childhood hunger and malnourishment issues as addressed through the Coalition's goal of reducing the prevalence of individuals who are overweight or obese in Wichita County.

Implementation Activities:

- United Regional will collaborate as appropriate with the Health Coalition of Wichita Falls in the following activities identified by the Coalition:
 - Develop and implement a communications campaign to encourage healthy lifestyle choices
 - Increase Wichita County community members' intake of healthy food choices
 - Increase the frequency of primary health care providers encouraging dietary and exercise practices among obese and overweight patients
 - Increase community levels of physical activity

Impact and Evaluation:

- United Regional will track and assess its active participation in collaborative initiatives with the Health Coalition of Wichita County that address reduction of obese and overweight individuals (which impacts childhood malnourishment issues.)

PRIORITY 6: Health Disparities Among Specific Populations

Rationale: Findings suggest that there are disparities among different populations with regard to accessing adequate healthcare resources. According to the Behavioral Risk Factor Surveillance System, higher percentages of females, black and Hispanic residents, lower income residents (those making less than \$25,000) and residents with lower levels of education (no high school diploma and high school graduates) in Region 2/3 report medical cost barriers. The medical cost barriers indicator is defined as respondents 18 years or older who report that they could not see a doctor in the past year because of cost. Additionally, interviewees from the community health needs assessment study report that there are disparities among the following populations:

- Low income, under/uninsured and the working poor
- Patients with mental and behavioral health issues, specifically those needing outpatient care and medication management

- Substance abusers
- Elderly – especially those with Medicare widely rejected by physicians
- Medicaid/CHIP patients, due to non-acceptance by PCPs and specialists
- Minorities
- Disabled

Objective: Partner with the Health Coalition of Wichita County – and provide additional programs – to health disparities among specific populations.

Implementation Activities:

- United Regional will continue to provide 55 Advantage, a senior affinity program held every other month. The program provides education for senior citizens on various health topics. In the past, topics have included: cardiopulmonary and cardiac rehab education, emergency department education about triage and when to go to the ED, hospitalists, importance of medication reconciliation, hearing loss, and diabetes. United Regional employs a 55 Advantage Specialist to oversee this program.
- United Regional will continue to host Senior Focus, which provides health information for seniors with approximately 1,500 in attendance. Educational topics include diabetes, mammography, cardiac disease, senior safe driving, fall prevention, and stroke education. Screenings are provided free of charge and include blood pressure, peripheral artery disease, blood sugar, and pulmonary function testing. A wellness panel screening (cholesterol and full lipid panel) is provided at no cost and PSAs are also provided. In addition, flu shots are provided free of charge to those in attendance.
- United Regional will continue to provide Diabetes Education to help patients with diabetes manage the disease.
- United Regional will continue to support the various groups in the community through multiple sponsorships of programs and events that benefit the community, the majority of which have a health-related initiative behind their purpose. Examples of sponsorships include, but are not limited to: Midwestern State University Simulation Center, Hospice of Wichita Falls, American Cancer Society’s Relay for Life, SIDS and Kids, American Red Cross, Leadership Wichita Falls, Hospice, United Way, Race for the Cure, Wichita Falls ISD sports program, Falls Fest, Martin Luther King Breakfast, Sheppard Air Force Base, Project Back to School, etc.
- United Regional will continue to offer Palliative Care/Supportive Care services, designed to focus on relief of pain, stress and other debilitating symptoms of serious illness. The goal is to relieve suffering and provide the best possible quality of life for patients and their families.

- As noted previously, United Regional will participate, as appropriate, in the Health Coalition of Wichita County’s initiatives to increase early identification and treatment of individuals with behavioral and mental health conditions.

Impact and Evaluation:

- United Regional will measure participation and attendance in events and programs, such as 55 Advantage and Senior Focus.
- United Regional will track and assess its active participation in collaborative initiatives with the Health Coalition of Wichita County that address health disparities among specific populations.

PRIORITY 7: Unhealthy Lifestyles and Behaviors in the Community

Rationale: Findings suggest that unhealthy lifestyles are a concern in the community. Many of the leading causes of death, such as heart disease, cancer, chronic lower respiratory disease, cerebrovascular disease, accidents, chronic liver disease (including cirrhosis), and diabetes can be linked to unhealthy lifestyles. Interviewees also suggested that top lifestyle issues needing additional attention or promotion of available services include obesity, substance abuse, smoking cessation, teenage pregnancy and sedentary lifestyles.

Objective: Engage in initiatives, and also partner with the Health Coalition of Wichita County, to address unhealthy lifestyles in the community. Specific related Coalition goals include 1) reducing the prevalence of individuals using tobacco products in Wichita County and 2) reducing the prevalence of individuals who are overweight or obese in Wichita County.

Implementation Activities:

- As mentioned under the “Fragmented Continuum of Care” priority, United Regional will continue to operate a Heart Failure Clinic. All heart failure patients are scheduled to follow-up at the Heart Failure Clinic within one (1) of hospital discharge to assess post-discharge health, address lifestyle changes to help stay healthy, and avoid readmission. The clinic takes all payer sources and those without insurance.
- United Regional will continue to offer a Type 1/Type 2 Diabetes Support Group which provides education to patients on the topics of eye care, new meter technology and a question and answer session with a local endocrinologist.
- United Regional will continue to publish “Healthy You,” a community magazine which is distributed three times per year to approximately 50,000 residents in the nine-county primary service and secondary service area. Each edition contains content relevant to a variety of health concerns as well as promotes hospital services including support

groups and community education offerings. Example health topics have included stroke, cardiac health, emergency care, diabetes, healthy eating, influenza, seasonal allergies, hospitalist program, summer safety, athletic injuries, concussions, joint replacement, and other specialty services and surgical interventions.

- United Regional will continue to offer its United Regional Solutions, a comprehensive weight management program.
- United Regional will continue to offer smoking cessation courses at a minimal fee of \$25 per person.
- United Regional will develop and implement a communications campaign to encourage preventive care and healthy lifestyle choices.
- In addition to the health fairs and presentations referenced under the “Patient Education and Preventive Care” priority, United Regional will continue to participate in the Women’s Expo with approximately 1,500 in attendance. Health information is presented to the attendees and includes breast cancer awareness, obesity education, cardiac health and stroke. Screenings for body mass index, peripheral artery disease, blood pressure, pulmonary function, cardiac, cholesterol and blood glucose screenings are also provided at no charge.
- United Regional will continue to offer the “Bee Healthy Program” for its employees and their spouses. The program includes annual biometric screening and counseling by mid-level practitioners regarding health and wellness issues. Screening/counseling is required for health insurance participants, and financial incentives/penalties are included to encourage smoking cessation, healthy lifestyles, participation in chronic disease management, etc.

Impact and Evaluation:

- United Regional will quantify attendance and participation in programs and events, such as support groups and health fairs.
- United Regional will measure the number of participants in the smoking cessation courses offered at the hospital.
- United Regional will track and assess its active participation in the Health Coalition of Wichita County’s initiatives.
- United Regional will monitor and assess employee/spouse participation in the “Bee Healthy Program.”

Please address written comments and requests for a paper copy of the CHNA and Implementation Plan to:

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