

CHI St. Joseph Health Implementation Strategy

Introduction

Catholic health care organizations across the nation are challenged to provide quality care with compassion to those we serve, as well as to understand and respond to the needs of our communities. CHI St. Joseph Health has been actively working to assess these unique needs and create plans that respond to those needs.

The importance of assessing community health needs and developing an implementation strategy to address selected needs was reinforced by the Patient Protection and Affordable Care Act (Affordable Care Act), enacted March 23, 2010. The law added new requirements for tax-exempt hospitals to conduct community health needs assessments and to adopt implementation strategies to meet the community health needs identified through the assessments. The information in this document meets those requirements.

Our community benefit program encompasses the services we provide, with little or no compensation, in response to identified community need, and includes: community health educational activities, community screenings, cash and in-kind contributions to community organizations, efforts to improve access to health care, charity care to residents, and the shortfall of federal and state health reimbursements for patients we serve.

Established in 1936, CHI St. Joseph Health is a faith-based, not-for-profit health system committed to excellence and compassion in caring for the mind, body, and spirit while creating healthier communities. CHI St. Joseph Health is comprised of five hospital facilities across the greater Brazos Valley, including CHI St. Joseph Health Regional Hospital, the region's highest level trauma center, the first Joint Commission certified Primary Stroke Center, and the first accredited Chest Pain Center in the Brazos Valley. CHI St. Joseph Health is also a leader in critical care and is the largest provider of cardiovascular care in the region. As an integrated health care system, CHI St. Joseph Health includes a comprehensive network of over 100 employed providers, including primary care physicians, specialists, and advanced practice clinicians. Our network includes more than 30 ambulatory clinics featuring primary care, a free-standing emergency room, express clinics, and imaging and diagnostic services. CHI St. Joseph Health is a part of Catholic Health Initiatives (CHI), one of the nation's largest Catholic health systems. As an active member of the communities we serve, CHI is a leader in health improvement and access. CHI St. Joseph Health provides care by living the mission of Catholic Health Initiatives:

To nurture the healing ministry of the Church, supported by education and research. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we create healthier communities.

CHI St. Joseph Health also follows the four core values of Catholic Health Initiatives, which are central to all care provided throughout the system:

- **Reverence:** Profound respect and awe for all of creation, the foundation that shapes spirituality, our relationships with others, and our journey to God.
- **Integrity:** More wholeness, soundness, fidelity, trust, truthfulness in all we do.

- Compassion: Solidarity with one another, capacity to enter into another's joy and sorrow.
- Excellence: Preeminent performance, becoming the benchmark, putting forth our personal and professional best.

Overview of the Community Served by CHI St. Joseph Health

Located in Bryan, Texas, the CHI St. Joseph Health hospital service area includes a large rural area, as well as many smaller rural communities. The hospital service area includes 9 counties, with the majority of the service area found within Brazos County.

CHI St. Joseph Health serves an area that is home to a population of over 350,000 residents that represent diverse ethnicities, backgrounds, and needs. Key descriptors of the community served by CHI St. Joseph Health include:

- Age: The largest population in the CHI St. Joseph Health service area falls in the age category of 20-24 years (15.4%). The second-largest age category is 25-34 years (13.4%). There is the smallest number of persons in the CHI St. Joseph Health service area within the youngest (5-9) years (5.9%) and oldest (85+ years (1.5%)) age categories.
- Race/Ethnicity: The majority of CHI St. Joseph Health's community residents identify as White, Not-Hispanic (60.7%) and Hispanic (22%). 12.2% of the population identifies as Black/African American, Not Hispanic and 5.1% as All Other Races, Not Hispanic.
- Education: Most residents in the CHI St. Joseph Health community have more than or equal to a high school education and/or GED.

Community Health Needs Assessment Process

The Center for Community Health Development (CCHD), at the Texas A&M University Health Science Center School of Public Health conducted the 2016 Brazos Valley Health Status Assessment in collaboration with the recently formed Brazos Valley Health Coalition, of which the CHI St. Joseph Health Healthy Communities team is a part, between January and May 2016. The assessment incorporated data from existing sources, also referred to as "secondary data", and qualitative data from community discussion groups held across the Greater Brazos Valley region. The assessment team gathered secondary data from a variety of sources, such as the United States Census Bureau, the Texas Department of State Health Resources, and the Centers for Disease Control and Prevention. Collectively, this data illustrates current and projected population growth, the most prevalent local health conditions and issues, and the availability of health care resources. Additional public health data included community demographics, community health indicators, health risk factors, access to health care, and social determinants of health.

Community discussion groups were organized with assistance from local contacts in many communities across the eight-county region. For this assessment, the Brazos Valley Health Coalition members requested that community discussion groups focus on three population sectors that were underrepresented in the previous assessment: Latinos (both English and Spanish-speaking), low-income residents, and senior citizens. The information gathered indicates 1) local issues seen as a priority, 2)

local resources available to help address these issues, and 3) how and with whom to work with to address community issues and/or to take advantage of community opportunities.

The 2016 assessment covers the Brazos Valley region, traditionally defined as the seven counties of Brazos, Burleson, Grimes, Leon, Madison, Robertson, and Washington but also includes Austin County. Located to the immediate south of Washington County, Austin County is part of the service delivery area of CHI St. Joseph Health.

Implementation Strategy Process

The executive report of the Brazos Valley Health Status Assessment was presented to the CHI St. Joseph Health President's Council in June and at the July Board Retreat for the CHI St. Joseph Health Board of Directors. Based on the needs identified in the Brazos Valley Health Status Assessment, the members of the President's Council and Board of Directors made recommendations to prioritize the needs that CHI St. Joseph Health would address. Following the identification of the priority needs, individuals at CHI St. Joseph Health were identified to collaborate with the Healthy Communities Department to review the needs and implement strategies to address those that were appropriate for all of the communities in our service area. The Implementation Strategy was developed by the Healthy Communities Department in September of 2016.

Prioritized List of Significant Health Needs

Given the broad scope of community health issues and the tremendous differences in health resources available in each community, CHI St. Joseph Health sought to identify priority needs for the community served with the resources most commonly available in all communities. Also taken into consideration were the priority needs based on the CHI National Strategy platform, internal and external stakeholder recommendations, including a discussion with the CHI St. Joseph Health Board of Directors, ongoing/emerging issues identified in the Brazos Valley Health Status Assessment, and current community benefit programs. The top four needs that CHI St. Joseph Health will address are:

Diabetes

Increase education opportunities in the counties that were identified as having the highest diabetes-related mortality and morbidity rates: Brazos, Grimes, and Austin County and improve diabetes education referral processes.

- Higher morbidity rates in two or more counties for Type II Diabetes (Brazos and Grimes)
 - Morbidity rate refers to the incidence of ill-health in a population
- Higher death rates in three or more counties for diabetes deaths (Austin, Brazos, and Grimes)
 - Mortality rate refers to the incidence of death for the number of deaths in a population

Access to and Availability of Healthy Foods

Encourage communities to promote efforts to provide fruits and vegetables in a variety of settings and encourage the establishment and use of direct-to-consumer marketing outlets such as farmers' markets and community gardens.

- Rural residents report traveling greater distances to purchase groceries, averaging almost 30 miles for Leon County residents.
- Food Environment Index (1 to 10 [10 = better]) score for counties varies from 4.3 for Brazos County to 7.2 for Austin County. Texas is 6.4, while "top performers" are 8.3.
- The proportion of low income families in Brazos County and the distribution of quality sources of food are the likely contributors to that low score.

Violence Prevention

As a health care provider, CHI will always care for victims of violence. However, to make a difference in eradicating violence in the communities we serve, we must move beyond treatment and intervention and focus efforts on prevention. This will be accomplished by collaborating and partnering with local agencies to increase prevention and treatment resources in the area of family/domestic violence as it relates to violent crime.

- The leading violent crime reported for the Greater Brazos Valley was family violence, followed by rape/sexual assault.
- Given its significantly larger population, Brazos County had the highest average count of violent crime, while Leon County had the lowest.

Injury Prevention

Increase injury prevention education, awareness, and collaboration with other agencies to expand programs/outreach in the CHI St. Joseph Health service area.

- Higher death rates in three or more counties for unintentional injury deaths (Burlleson, Leon, and Madison Counties)
- Higher death rates in three or more counties for motor vehicle deaths (Austin, Brazos, Burlleson, Grimes, Leon, Madison, and Robertson)
 - The overall motor vehicle crash death rate (number of fatalities per 100,000 population) for the State of Texas is 13.1. The Greater Brazos Valley county average is 18.0. The rate varies across the counties from a low of 12.6 in Brazos County to a high of 31.6 in Leon County.

Significant Health Needs Not Addressed

Other significant health needs not being addressed by CHI St. Joseph Health directly are currently being addressed by a coalition of local organizations in the community. The Brazos Valley Health Coalition, led by the Brazos County Health Department, is developing a community health improvement plan (CHIP) with the help of a shared network of community stakeholders and residents throughout the community.

The CHIP is an action-oriented strategic plan that outlines community-driven goals, objectives, strategies, and measures for addressing the following significant health needs: **1) Poor communication and coordination around health and human services, 2) Lack of access to primary care, and 3) Access to mental health care.** The CHI St. Joseph Health Healthy Communities department team serves on the steering committee of the Brazos Valley Health Coalition, providing executive oversight for the community health improvement planning and implementation process.


Lack of reliable, affordable public transportation was also identified as a significant issue in every county in the CHI St. Joseph Health service area. While CHI St. Joseph Health has addressed some components of this need through partial funding of staff, facilities, and transportation for the health resource centers in Burleson, Grimes, and Madison counties, this is still seen as a major barrier to accessing needed resources and services. This will need to be addressed at a higher level with collaboration between multiple county and city agencies.

Finally, collaborating across the community is important in planning and implementing community benefit programs. Collaboration with local agencies allows CHI St. Joseph Health to 1) leverage existing assets in the community, creating the opportunity for broader impact; 2) avoid unnecessary duplication of programs or services, thereby maximizing the use of scarce resources; and 3) help build the capacity of local community members to engage in civic dialog and collaborative problem solving, positioning the community to build upon and sustain health improvement activities.

Respectfully submitted by:
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10/17/2016

Date adopted by CHI St. Joseph Health Board of Directors



Chairman, CHI St. Joseph Health Board of Directors