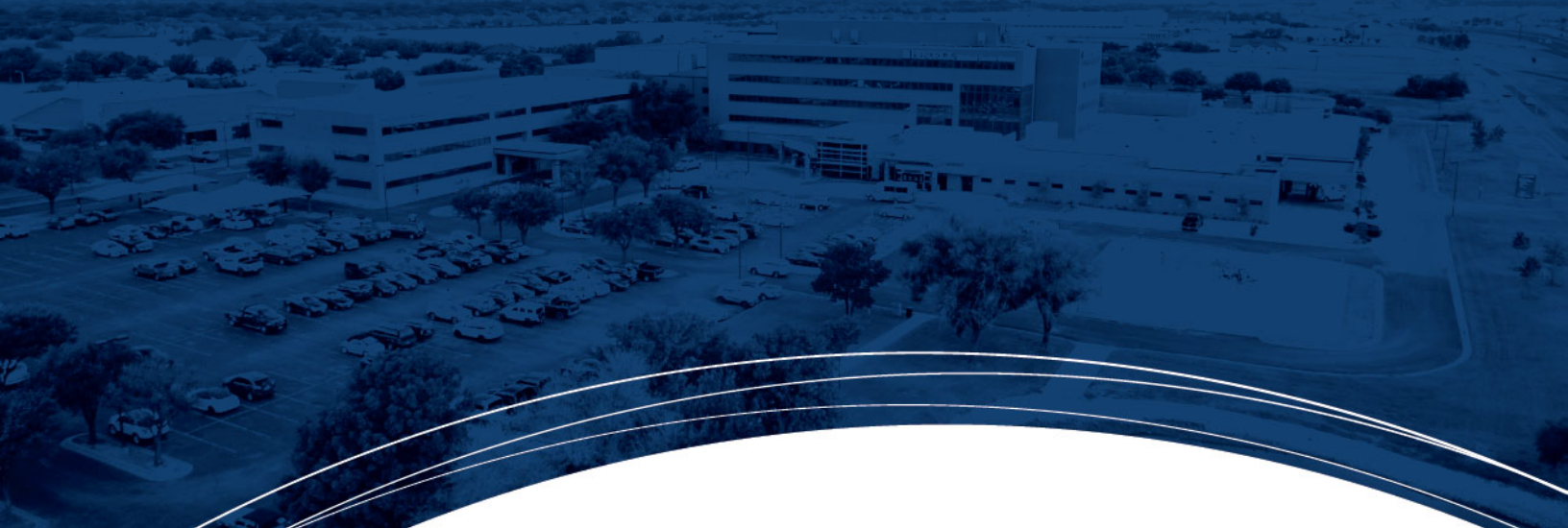


Implementation Plan | 2023-2025

Community Health Needs Assessment

ABILENE MARKET



EXECUTIVE SUMMARY

ABOUT HENDRICK HEALTH

Hendrick Health was founded in 1924 as a not-for-profit healthcare institution in response to a community need for quality health care. Throughout the decades, Hendrick has grown with the community, offering a wide range of comprehensive healthcare services to a 24-county area in the Texas Midwest. In 2020, Hendrick Medical Center became Hendrick Health and expanded to three campuses—Hendrick Medical Center and Hendrick Medical Center South in Abilene; and Hendrick Medical Center Brownwood in Brownwood. Through this acquisition, Hendrick Health has increased its capacity, expanded access to quality healthcare in the region and improved continuity of care for Texas Midwest residents.

OUR MISSION

To deliver high quality healthcare emphasizing excellence and compassion consistent with the healing ministry of Jesus Christ.

OUR VISION

To be the leading health care provider of choice, in our region and beyond, recognized for enhancing quality, expanding access, and excelling in patient engagement.

Hendrick Medical Center, located in north Abilene, is the original hospital campus of Hendrick Health and opened in 1924. Hendrick Medical Center provides inpatient and outpatient services including cardiology, neurosurgery, pediatrics, neonatal and pediatric intensive care, surgical services, orthopedics, oncology, women’s services, intensive care, and emergency care. **Hendrick Medical Center South**, formerly known as Abilene Regional Medical Center, originally opened in 1968. The campus became part of the Hendrick Health system in 2020 and is home to both inpatient and outpatient services including women’s health, neonatal intensive care, cardiology, surgical services, orthopedics, and emergency care.

Hendrick Health’s Community Health Needs Assessment (CHNA) for its Abilene market was conducted to help the health system’s leadership and decision-makers to better understand the needs of the community, as they seek to provide health and community-based services and programs that meet the needs of the Greater Abilene community. The CHNA includes a combination of quantitative and qualitative research designed to evaluate the perspectives and opinions of community stakeholders and healthcare consumers – especially those from underserved populations. The methodology of the CHNA helped the Hendrick Health team to identify and prioritize community-wide needs, as well as support the organization’s continued community engagement. The goals and strategies listed in the implementation plan are not intended to be exhaustive or inclusive of every Hendrick Health strategy. Instead, the plan highlights the most significant actions expected to make the most significant impact on the healthcare delivery in the region.

OVERVIEW

Hendrick Medical Center, Abilene (“Hendrick”) conducted its fourth Community Health Needs Assessment (“CHNA”) March through August of 2022, with the assistance of the Crescendo Consulting Group. The assessment determined the most pressing health needs of Taylor County and provided the data and community feedback to create an Implementation Plan for 2023-2025.

BACKGROUND/COMPLIANCE

The CHNA and the Implementation Plan are required by federal agencies. Specifically, the Affordable Care Act of 2010 requires all U.S. not-for-profit hospitals to complete a CHNA and Implementation Plan every three years. The CHNA and the Implementation Plan are separate but linked requirements.

- In 2022, Hendrick, working with others in the community, completed its CHNA and identified 34 community health-related needs or service gaps.
- Hendrick prioritized the list using qualitative and quantitative approaches.
- The following implementation plan indicates which of the prioritized needs the health system will address and how, and which ones the organization will not address and why.

METHODOLOGY

- Implementation Plan activities (i.e., actions taken to identify which community health needs will be addressed and how) included the following:
 - Conducting in-depth discussions with the Hendrick project leadership team to review the needs list and identify ones generally outside of the health system’s purview to impact.
 - Developing a matrix that identified existing programs or activities that positively impact one or more of the 34 identified, prioritized community needs.
 - Working with the project leadership team to define for each of the 34 needs the “degree of control that Hendrick has to enact change” and a “potential timeline on which positive change could reasonably be made to address the need.”
 - Creating this summary document that addresses the project requirements including clear recognition of activities within the organization’s purview to address and if so, how the health system can best address the need.

The following is the final prioritized list of 34 community needs from the Abilene Market CHNA.

1	Affordable prescription drugs
2	Counseling services for mental health issues such as depression, anxiety, and others for adults
3	Counseling services for mental health issues such as depression, anxiety, and others for adolescents/children
4	Affordable quality childcare
5	Coordination of patient care between the hospital and other clinics, private doctors, or other health service providers
6	Affordable healthcare services for individuals or families with low income
7	Crisis or emergency care programs for mental health
8	Services to help people learn about and enroll in programs that provide financial support for people needing healthcare
9	Drug and other substance abuse early intervention services
10	Support services for children with developmental disabilities
11	Drug and other substance abuse treatment services
12	Long-term care or dementia care for seniors
13	Special care (for example, case workers or "navigators") for people with chronic diseases such as diabetes, cancer, asthma, and others
14	Drug and other substance abuse education and prevention
15	Programs to help recovering drug and other substance use disorder patients stay healthy
16	Support services for adults with developmental disabilities
17	Social services (other than healthcare) for people experiencing homelessness
18	Healthcare services for people experiencing homelessness
19	Healthcare services for seniors
20	Services or education to help reduce teen pregnancy
21	Education and job training
22	Primary care services (such as a family doctor or other provider of routine care)
23	Women's health services
24	Secure sources for affordable, nutritious food
25	Programs for obesity prevention, awareness, and care
26	Crisis or emergency care services for medical issues
27	Parenting classes for the "new Mom" or the "new Dad"
28	Programs for heart health or cardiovascular health
29	Transportation services for people needing to go to doctor's appointments or the hospital
30	General public transportation
31	Programs for diabetes prevention, awareness, and care
32	Emergency care and trauma services
33	HIV/AIDS education and screening
34	HIV/AIDS treatment services

EVALUATION CRITERIA AND DEFINITIONS

The degree to which the hospital can address the needs is based on the following criteria:

- The CHNA-based priority of the need
- Resources within an existing program or initiative which can be deployed
- Opportunities for collaboration with community partners
- The degree to which the need is within the hospital’s purview to address

CATEGORIZATION OF THE 34 COMMUNITY NEEDS IDENTIFIED IN THE CHNA

For each of the 34 needs, Hendrick examined its current programs, outreach efforts, and collaborations, as well as considered new initiatives. The 34 needs then were assigned to one of the following two categories:

- Needs that Hendrick will not address.
- Needs for which Hendrick will enhance existing programs or establish new ones. The hospital has current activities that may be able to be modified or expanded to address the community health need; or, newly created activities or initiatives may be required to do so.

NEEDS THAT HENDRICK WILL NOT ADDRESS

The following needs will not be addressed by Hendrick Health’s Abilene Market, as they are outside of the health system’s core purview – apart from the normal provision of inpatient and outpatient medical care services. However, the health system will collaborate with community agencies as appropriate, to assist in coordination of care and education when needed.

Counseling services for mental health issues such as depression, anxiety, and others for adults

Counseling services for mental health issues such as depression, anxiety, and others for adolescents/children

Affordable quality childcare

Drug and other substance abuse early intervention services

Support services for children with developmental disabilities

Drug and other substance abuse treatment services

Long-term care or dementia care for seniors

Drug and other substance abuse education and prevention

Programs to help recovering drug and other substance use disorder patients stay healthy

Support services for adults with developmental disabilities

Social services (other than healthcare) for people experiencing homelessness

Services or education to help reduce teen pregnancy

Secure sources for affordable, nutritious food

Parenting classes

General public transportation

HIV/AIDS education and screening

HIV/AIDS treatment services

NEEDS FOR WHICH HENDRICK WILL ENHANCE EXISTING OR ESTABLISH NEW PROGRAMS

Hendrick's project leadership team used two scales to measure each of the 34 needs for which Hendrick has, or may establish, programs to address.

1. The degree of local control (i.e., the amount of influence Hendrick may possess to affect needs).
2. Timeline (i.e., the expected amount of time it would take to impact the need)

Based on the analysis, Hendrick identified a highly focused list of programs/areas (Priorities) that meets the following:

1. Addresses the highest priority needs
2. Are within Hendrick Health's ability to control, and,
3. Are expected to provide positive impact in the implementation planning timeline

IMPLEMENTATION PLAN PRIORITIES

To address the needs identified in the CHNA, Hendrick Health’s Abilene Market would target the following priorities over the next 3 years:

PRIORITY 1: Access to Appropriate Care

PRIORITY 2: Awareness, Prevention, and Screening

PRIORITY 3: Crisis, Emergency, and Behavioral Services (through partnership and collaboration)

Priority 1 – Access to Appropriate Care

GOAL

To increase opportunities for access to healthcare and reduce the number of individuals who are unable to obtain necessary care.

COMMUNITY NEEDS ADDRESSED

Affordable prescription drugs

Hospital and healthcare staff shortages including staff recruitment and provider retirement planning

Coordination of patient care between the hospital and other clinics, doctors, or other health service providers

Transportation services for people needing to go to doctor’s appointments or the hospital

Education and referrals for financial support and community affordable health care services and programs

Primary care services such as a family doctor or other provider of routine care

STRATEGY 1: Improve access to primary care

Background Information: Lack of primary care can increase unneeded ED visits, decrease the health of an individual, and create potential to miss important health metrics leading to chronic disease development. This target population includes underinsured and uninsured children and adults.

Resources: Hendrick Clinic, Hendrick Urgent Care Centers, Hendrick Physician Recruiting, Hendrick Case Management

Collaboration Needs: Abilene Community Health Clinic (FQHC), Presbyterian Medical Care Mission, Resource Care Community Health Centers, Abilene-Taylor County Public Health Department, Texas 211

Strategy Actions

1. Recruit 3 additional primary care physicians to serve the Abilene population.
2. Increase coordination of care and primary care provider (PCP) assignment for unassigned patients following Hendrick Urgent Care visits and Hendrick ED visits through appropriate referrals to Hendrick Clinic, Abilene Community Health Center, Medical Care Mission, and independent physicians.
3. Increase patient awareness of “Welcome to Medicare” and annual wellness visits at Hendrick Clinic.
4. Implement a patient family advisory council (PFAC) to assist with the patient healthcare experience and access concerns across the continuum.
5. Increase transportation options for healthcare related needs.
 - a. Expand service options of rideshare program (Lyft) through coordination and financial assistance for visits related to the acute care visit and Hendrick outpatient services within Taylor County.
 - b. Coordinate with the City of Abilene to create bus route to the Hendrick South campus
6. Assess the patient’s health-related social needs and provide information about community resources and support services.
7. Develop a written action plan to address at least one health care disparity identified in the local patient population.

Alignment with Hendrick Strategic Pillar: Access, Connected Care, Engagement

STRATEGY 2: Improve services to help individuals learn about and enroll in programs that provide financial support for healthcare

Background Information: The state of Texas continues to lead the nation in a high rate of uninsured residents. Lack of funding can be a significant deterrent to healthcare for some individuals.

Resources: Hendrick Business Services, Hendrick Resource Assistance, Hendrick Marketing Department

Collaboration Needs: Abilene Community Health Clinic, Abilene-Taylor County Public Health Department, Texas 211

Strategy Actions

1. Increase public knowledge of open enrollment opportunities through public distribution of educational materials and at least one public open enrollment, educational event per year.
2. Increase patient enrollment by 10% annually through the marketplace enrollment
3. Implement and collaborate with new vendor (Atlas) to assist individuals in obtaining coverage or assistance with copay/deductible for cancer related services.
4. Provide patients and physician offices with comprehensive, updated information and instructions for Hendrick Financial Resource Assistance program to assist with needs prior to hospitalizations and surgical visits.

Alignment with Hendrick Strategic Pillar: Access, Operational Efficiencies

STRATEGY 3: Retain and recruit the healthcare workforce needed to ensure local access to healthcare for our service area’s residents

Background Information: The COVID-19 pandemic and the “Great Resignation” over the past two years have had a significant impact on the healthcare labor force. Adequate, trained healthcare staff is imperative to providing the access needed to care for our community.

Resources: Hendrick Human Resources, Hendrick Employee Wellness, Hendrick Education and Professional Development

Collaboration Needs: Texas Tech Health Science Center, Cisco College, Abilene Christian University, Hardin-Simmons University, Patty Hanks Shelton School of Nursing, Workforce Solutions of West Central Texas

Strategy Actions

1. Initiate re-recruitment campaign for employees who have left Hendrick or retired to increase healthcare workforce options.
2. Collaborate with local universities to create a variety of offerings, including tuition assistance, increasing the nursing and allied health recruitment pipeline.
3. Develop a “Healthcare Academy” with Cisco College that prepares (and scholarships as needed) students through dual credit to enter a nursing program upon graduation from high school and become an RN in two years.
4. Further develop Nurse Tech (The Abilene Model) which allows nursing student to work for Hendrick and obtain clinical credit simultaneously with the goal of increasing our nursing student pipeline.
5. Provide increased support to employees to reduce stress and burnout via support through Hendrick Leadership Development Institute and its initiatives, employee wellness programs, and mental health initiatives to include low- to no-cost counseling for employees.
6. Explore potential of integrating online employee counseling with current health plan and/or creating a pool of local independent counselors for employees’ needs.

Alignment with Hendrick Strategic Pillar: Access, Engagement, Growth and Capacity

Priority 2 – Awareness, Prevention, and Screening

GOAL

To improve the health of our community through education, screening, early interventions, navigation and access to medications and services.

COMMUNITY NEEDS ADDRESSED

Community awareness of available services and programs

Women's health services

Chronic disease case management or "navigators"

Chronic disease screenings (e.g. heart disease, stroke, high blood pressure)

Programs for diabetes prevention, awareness, and care

Affordable prescription drugs

Programs for obesity prevention, awareness, and care

STRATEGY 1: Promote chronic disease management by addressing issues related to medication accessibility, knowledge or education, and adherence and compliance with medication therapy

Background Information: Lack of access to medications and adequate education of medications can have a significant impact on the health of an individual, which can create unnecessary ED visits and hospital readmissions. Interdisciplinary communication and referrals can help individuals facilitate access to discount and assistance programs for patients with chronic conditions.

Resources: Hendrick Pharmacies, Hendrick Medication Management Clinics, Pulmonary Rehab, Cardiac Rehab, Heart Failure Clinic, Hendrick Diabetes Center

Collaboration Needs: Primary care offices, senior living centers, Cancer Services Network

Strategy Actions

1. Increase the number of patients served and prescriptions dispensed in current Hendrick programs by providing additional pharmacy locations and offering prescription delivery.
2. Continue educational and community outreach programs, including one-on-one Medication Therapy Management (MTM) sessions and on-site pharmacist consultations at various clinics and community outreach settings.
3. Implement new educational programming including quarterly "Pillbox Talks" to senior living centers and churches, and expansion of pharmacist-led educational programs to existing HMC clinics.

Alignment with Hendrick Strategic Pillar: Quality and Safety, Engagement

STRATEGY 2: Improve chronic disease management efforts through education and early interventions for diabetes, heart failure, pulmonary disorders, and cancer-related conditions

Background Information: Chronic diseases such as heart disease, cancer, and diabetes are the leading causes of death and disability in the U.S. (1). Early screening and education, along with early interventions, can have a significant impact on the health of an individual and the health of a population.

Resources: Hendrick Diabetes Center, Hendrick Congestive Heart Failure (CHF) Clinic, Hendrick Pulmonary Rehab, Hendrick Cancer Center, Hendrick Breast Institute, Hendrick Marketing Department, Hendrik Pharmacies, Hendrick Clinic

Collaboration Needs: Independent physician practices, Abilene-Taylor County Public Health Department

Strategy Actions

1. Diabetes

- a. Provide education to Hendrick Clinic and independent physicians about referral for prediabetes and weight-loss patient populations to Hendrick Diabetes Center outpatient class.
- b. Initiate and promote online education resources for weight loss and prediabetes on the Hendrick website.
- c. Advance the prediabetes awareness program to Hendrick Emergency Departments.
- d. Promote diabetes support and education via inpatient referrals, quarterly newsletter, World Diabetes Day, Diabetes Expo and other community events.
- e. Provide onsite pharmacists to the Hendrick Diabetes Center to assist patients by: updating home medication lists, reviewing medication and diabetic supply needs, providing education and support, improving adherence and compliance with therapy, removing barriers of access to medications, and facilitating assistance programs.

2. Heart failure

- a. Schedule follow-up appointments for Heart Failure (HF) patients within 7 days of inpatient discharge.
- b. Facilitate inpatient nurse to visit at least 90% of inpatient heart failure patients.
- c. Provide heart failure education (i.e. risk factors & prevention and treatment options) in varying community settings at least 3 times annually.
- d. Provide onsite pharmacy services to the Hendrick Heart Failure Clinic to meet with patients to update home medication lists, review medication needs, provide education and support, help improve adherence and compliance with therapy, remove barriers to access to medications, and facilitate assistance programs if needed.
- e. Implement satellite CHF clinic in Brownwood by 2024.

3. Pulmonary

- a. Provide annual Asthma Camp to increase education in a fun environment for children ages 7-12.
- b. Provide support and education to individuals with pulmonary disease through monthly Better Breathers Club.

- c. Collaborate with Hendrick Pharmacies and Pulmonary Rehab medical director to fill prescriptions, update home medication lists, review medication needs, provide education and support, help improve adherence and compliance with therapy, remove barriers to access to medications, and facilitate assistance programs if needed.
 - d. Complete monthly medication profile reviews and medication reconciliation for patients enrolled in Hendrick Pulmonary Rehab.
 - e. Provide education to Hendrick Pulmonary Rehab patients by scheduling a quarterly medication class.
4. Cancer
- a. Assign a nurse navigator to 85% of new patients at Hendrick Cancer Center and assess unmet patient needs through patient interviews. Direct patients to appropriate programs, services and resources.
 - b. Provide educational chemotherapy class within one week to patients beginning chemotherapy treatment.
 - c. Increase the number unfunded patients assessed for financial assistance with cancer treatment medications to 85% by completing patient visit with a social worker for new, unfunded patients.
 - d. Begin lung nodule program to screen patients early for lung cancer.
 - e. Continue ongoing tobacco cessation classes and program with expansion to patients in the lung nodule program.
5. Breast Cancer
- a. Increase funding to the Hendrick Health Hope Fund, which provides mammograms at no and low cost by completing ongoing fundraising efforts and one community fundraising event each year.
 - b. Continue Breast Institute navigation program for women diagnosed with breast cancer and evaluate the feasibility of beginning breast navigation program in Brownwood
 - c. Increase the percentage of women of color in Taylor County who receive annual mammograms year over year through education and community outreach.

Alignment with Hendrick Strategic Pillar: Quality and Safety, Engagement, Connected Care, Access

(1) Center for Disease Control, 2022

Priority 3 – Crisis, Emergency, and Behavioral Services

GOAL

Collaborate with local entities to expand the provision of appropriate healthcare services related to mental and behavioral health needs. Ensure early intervention occurs for crisis situations.

COMMUNITY NEEDS ADDRESSED

Mental health services for adults and children

Domestic violence and sexual assault prevention, intervention, and care services

Healthcare and social services for people experiencing homelessness

Emergency care and trauma services, including critical care beds

STRATEGY 1: Collaborate with local entities to improve early intervention services for patients experiencing crisis, emergency and behavior health issues

Background Information: Mental illnesses are among the most common health conditions in the United States. It is estimated that 1 in 5 Americans will experience a mental illness in a given year (2). Barriers to appropriate care can increase unnecessary ED visits, increasing healthcare costs.

Domestic violence and sexual assault is a significant problem in the United States that can have a profound impact on lifelong health, opportunity, and wellbeing.

Resources: Hendrick executive staff and leadership, nursing leadership, Hendrick Sexual Assault Nurse Examiner (SANE) program, Hendrick Case Management

Collaboration Needs: Abilene Police Department, Abilene Fire Department, Taylor County Law Enforcement, Noah Project, Betty Hardwick Center, West Texas Homeless Coalition, Adult Protective Services, Child Protective Services, Abilene-Taylor County Public Health Department, Texas 211, Regional Victim Crisis Center, Oceans Behavioral Hospital

Strategy Actions

1. Add Tele Psych services to the Hendrick South campus by Q1 of 2023.
2. Participate in, advise and collaborate with with Abilene’s Crisis Response Teams (CRTs) to assist with direction of appropriate facility referrals for mental health patients to decrease unnecessary emergency department visits.
3. Provide leadership participation, advisement and collaboration with the West Texas Homeless Coalition to better address health needs and resources for the area homeless population.
4. Provide leadership participation on the local Behavioral Advisory Committee to assist with resources encouraging appropriate treatment programs for individuals to reduce unnecessary emergency department or inpatient hospital visits.

5. Through advisement and collaboration, support the continued growth of Abilene’s Jail Navigation Program where trained personnel screen inmates upon intake for acute or chronic mental health needs.
6. Expand Hendrick Sexual Assault Nurse Examiner (SANE) program:
 - a. Expand regional presence to include onsite services in Brown County.
 - b. Provide new education sessions to schools and universities regarding early recognition and care of those who have experienced sexual assault and domestic violence.
 - c. Provide increased education to hospital staff on recognition of domestic violence and the signs of maltreatment of children.

Alignment with Hendrick Strategic Pillar: Access, Engagement, Growth and Capacity

(2) Center for Disease Control, 2022

CONCLUSION

Hendrick Health Abilene Market's 2022 CHNA and Implementation Plan efforts have culminated in this report, outlining plans for 2023-2025. The CHNA included the analysis and synthesis of quantitative and qualitative data, including community input gathered through interviews, focus groups, and a community survey, to determine significant needs. Through extensive review of the data, along with specific criteria, the following were determined to be the most pressing health needs for the community served:

- Access to appropriate care,
- Awareness, prevention and screening, and
- Crisis, emergency and behavioral services (through partnership and collaboration).

Hendrick Health remains committed to improving the overall health and wellness of the people in the communities it serves and will continue to partner and collaborate with local entities to implement effective strategies to address community needs. Hendrick Health will monitor and evaluate progress made, adjusting goals and strategies to continually improve the goal of providing high quality healthcare, meeting the needs of our community.