

# Seton Medical Center Harker Heights

A Joint Venture between Ascension Texas and LHP/HH Killeen, LLC

## Implementation Strategy for the 2021 CHNA



**Ascension**



The purpose of this implementation strategy is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment. The significant health needs that the hospital does not intend to address are identified and a rationale is provided. Special attention has been given to the needs of individuals and communities who are more vulnerable, unmet health needs or gaps in services, and input gathered from the community.

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The 2021 Implementation Strategy was approved by the Board of Directors of HH/Killeen Health System, LLC on September 27, 2022 (2021 tax year), and applies to the following three-year cycle: August 2022 to August 2025. This report, as well as the previous report, can be found at our public website.

**We value the community's voice and welcome feedback on this report. Please visit our public website (<https://healthcare.ascension.org/chna>) to submit your comments.**

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## Executive Statement

The 2021 Implementation Strategy represents a collaborative effort in order to gain a meaningful understanding of the most pressing health needs across Seton Medical Center Harker Heights and Ascension Seton and Ascension Providence's service areas. Ascension Seton is a minority limited partner of Seton Medical Center Harker Heights, and so these organizations collaborated to prepare these Implementation Strategies.

## Introduction

As one of the leading non-profit and Catholic health systems in the United States, Ascension is committed to delivering compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable.

### Ascension Seton Medical Center Harker Heights

Ascension Seton is a 501(c)(3) nonprofit organization and is a minority owner of Seton Medical Center Harker Heights (SMCHH). These organizations collaborated to prepare this Implementation Strategy. SMCHH is governed by a local board of trustees represented by residents, medical staff, and sister sponsors. SMCHH operates one hospital campus and employs more than 28 primary and specialty care clinicians.

Serving Texas since 2012, SMCHH continues the long and valued tradition of addressing health in Bell County. SMCHH offers services such as cardiology, emergency services, a Level IV Trauma center, general and orthopedic surgery, total joint replacement, gastroenterology, a dedicated Women's center, diagnostic services and more. Through collaboration with associates, physicians, volunteers and community partners, SMCHH provides care with dignity and respect.

For more information about SMCHH, visit <https://setonharkerheights.net/>

## Overview of the Implementation Strategy

### Purpose

This Implementation Strategy (IS) is the hospital's response to the health needs prioritized from its current Community Health Needs Assessment (CHNA). It describes the actions the hospital will take to address prioritized needs, allocate resources, and mobilize hospital programs and community partners to work together. This approach aligns with Ascension Texas's commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

## **IRS 501(r)(3) and Form 990, Schedule H Compliance**

The CHNA and IS satisfy certain requirements of tax reporting, pursuant to provisions of the Patient Protection and Affordable Care Act of 2010, more commonly known as the Affordable Care Act (ACA). As part of the ACA, all not-for-profit hospitals are required to conduct a CHNA and adopt an implementation strategy every three years. Requirements for 501(c)(3) Hospitals Under the Affordable Care Act are described in Code Section 501(r)(3), and include making the CHNA report (current and previous) widely available to the public. In accordance with this requirement, electronic reports of both the CHNA and the current implementation strategy can be found at <https://healthcare.ascension.org/CHNA> and paper versions can be requested at Seton Medical Center Harker Heights Administrative Offices.

## **Process to Prioritize Needs**

Ascension Seton Medical Center Harker Heights with contracted assistance from Alpinista Consulting, applied a phased prioritization process, described below, to identify the priority needs in the Ascension Seton and Seton Medical Center Harker Heights service areas.

The first step was to gather data from a variety of quantitative and qualitative sources to understand the raw data in terms of trends, gaps, perceptions and opinions. Quantitative needs were categorized into groups such as health behaviors, social determinants of health, length of life, quality of life, clinical care, and systemic issues in order to better develop measures and evidence-based interventions that respond to the determined condition.

From there, with guidance from Alpinista consulting, quantitative and qualitative data were reviewed and analyzed through a “validation” process, whereby themes that emerged from the qualitative data gathering process were matched against analysis of trends and stark gaps in key indicators of the County Health Rankings Data (the primary source of the quantitative data). Specifically, Ascension Seton compared themes that emerged from the qualitative data gathering activities to various data “filters” of quantitative data, including: 1) Quantitative indicators of health and social needs that were worse by greater than one standard deviation compared to Texas and/or national indicators, 2) Analysis of trends over time that revealed worsening conditions related to health and social needs, 3) Analysis of significant gaps in health and social indicators among geographies within the service region as well as socio-economic and demographic (including racial and ethnic) indicators.

Next, “sensemaking” teams were convened with internal and external stakeholders to review the validated data and identify, through the lens of impact and alignment with Ascension Seton capacities and strategic priorities, which of the data points, or themes might be appropriate for prioritization. The sensemaking process, completed through a series of six sessions with three internal groups and three external groups, asked participants to consider the identified needs through various criteria, including the following:

- Alignment of problem with Ascension Seton’s strengths, capacities and priorities
- Impact on vulnerable populations
- Importance of problem to the community

- Organizational resources available to address problem

Based on the results of the sensemaking sessions, the CHNA Steering Committee<sup>1</sup> prioritized which of the identified needs were most significant.

Seton Medical Center Harker Heights has selected those needs determined by the CHNA Steering Committee as the prioritized needs to develop a three-year implementation strategy. These prioritized needs are the same as those selected for each of the 12 hospitals in the Ascension Seton network, as well as the five joint ventures in the shared service area. Although each hospital may address many more needs, the prioritized needs will be at the center of a formal CHNA implementation strategy and corresponding tracking and reporting.

Through the prioritization process for the 2021 CHNA, the prioritized needs are as follows:

- **Mental and Behavioral Health** - This need was selected because a number of key indicators reveal the significant and growing concerns over mental and behavioral health needs in our region. Many of these concerns are long standing, including reported numbers of poor mental health days and upward trending suicide rates and substance use and abuse. Coupled with the effects of the pandemic, concerns around isolation, anxiety and depression heightened needs around mental and behavioral health.
- **Access to Care** - This need was selected because both qualitative and quantitative data revealed significant and increasing needs around issues of accessing care, particularly regarding affordability and insurance coverage for care, transportation- especially in the rural parts of Ascension's service area, telemedicine and access to sufficient broadband infrastructures, and navigation of the complex medical system and services..
- **Social Determinants of Health** - This need was selected because many of the counties in the Ascension Seton service area have multiple indicators related to social needs that are significantly worse than averages for Texas and the United States, including lower access to exercise opportunities, lower rates of home ownership, very high rates of childhood poverty and low median household incomes, among others. Focus groups also mentioned food security and housing as significant barriers to healthy living.
- **Health Equity** - This need was selected because significant gaps in health indicators and outcomes exist in the Ascension Seton service region according to County Health Rankings data and focus groups revealed narratives of cultural and language barriers to receiving care.

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<sup>1</sup> The CHNA Steering Committee is comprised of internal leaders Ray Anderson (Chief Strategy Officer), Lauren Baker (VP of Academic Integration & Chief of Staff), Derek Covert (Chief Mission Integration Officer and VP Canonical Affairs), and Kate Henderson (President - Regional Hospitals and Strategic Community Partnerships), and community partners Dr. Jewel Mullen (Associate Dean for Health Equity and Associate Professor, Department of Population Health at The University of Texas), and Dr. Andrew Springer (Associate Professor, Health Promotion and Behavioral Sciences at The University of Texas School of Public Health).

Seton Medical Center Harker Heights understands the importance of all the health needs of the community and is committed to playing an active role in improving the health of the people in the communities it serves.

## **Needs That Will Be Addressed**

Seton Medical Center Harker Heights will address access to care in this implementation plan. Seton Medical Center Harker Heights understands the importance of all the health needs of the community and is committed to playing an active role in improving the health of the people in the communities it serves.

## **Needs That Will Not Be Addressed**

This IS will not address mental and behavioral health, social determinants of health nor health equity. Ascension Texas partners will be addressing each of these needs in their IS. This report does not encompass a complete inventory of everything Seton Medical Center Harker Heights does to support health within the community.

## **Acute Community Concern Acknowledgement**

A CHNA and IS offer a construct for identifying and addressing needs within the community(s) it serves. However, unforeseen events or situations, which may be severe and sudden, may affect a community. At Ascension, this is referred to as an acute community concern. This could describe anything from a health crisis (e.g., COVID-19), water poisoning, environmental events (e.g., hurricane, flood) or other event that suddenly impacts a community. If adjustments to an IS are necessary, the hospital will develop documentation to inform key internal and external stakeholders.

## **Written Comments**

This IS has been made available to the public and is open for public comment. Questions or comments about this implementation strategy can be submitted via the website:

<https://healthcare.ascension.org/chna>.

## **Approval and Adoption by Board of Directors of HH/Killeen Health System, LLC**

To ensure the Seton Medical Center Harker Heights efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 IS was presented and adopted by the Board of Directors of HH/Killeen Health System, LLC on September 27, 2022. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions in the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been developed to address prioritized needs.

## Action Plans

The IS below is based on prioritized needs from the hospital’s most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years. While these remain a priority, the hospital will continue to offer additional programs and services to meet the needs of the community, with special attention to those who are poor and vulnerable.

The IS lists actions that this hospital is taking to address the needs, recognizing that needs are complex and multi-layered. More specific information about how the “Actions” and “Measurement” under each IS are carried out and tracked are in an Evaluation Plan. The information gathered for evaluation will be used to report on each activity listed along with others that may align with the strategies adopted.

<b>STRATEGY 1</b>
<b>Hospital Name</b> Seton Medical Center Harker Heights
<b>Prioritized Health Need</b> Access to Care (Primary Care Health Services)
<b>Strategy</b> Primary care resources are the front line in the prevention and treatment of common diseases and injuries in a community. We seek to Improve and expand community access to comprehensive, quality health care providers and programs and reduce barriers to accessing health care
<b>Collaborators</b> <ul style="list-style-type: none"> <li>● Freedom Urgent Care</li> <li>● Resource Corporation of America</li> <li>● Wellstone Health Partners</li> </ul>
<b>Resources</b> <ul style="list-style-type: none"> <li>● Utilization of MD Save, a program for uninsured or high deductible insured patients to access care for hospital-based procedures in the event of primary care referral</li> <li>● Medicare Compare contacts patients who are soon approaching Medicare eligibility and the resources to navigate healthcare services</li> </ul>
<b>ACTION STEPS</b>
<ul style="list-style-type: none"> <li>● Strengthen operational alignment with urgent care partners to support neighboring primary care clinic model</li> <li>● Evaluate expansion of access points</li> <li>● Increase recruiting efforts for primary care providers.</li> <li>● Expand services through utilization virtual care technology.</li> <li>● Provide support to uninsured patients by assisting with enrollment to publicly funded programs.</li> </ul>



<b>MEASUREMENT</b>
<ul style="list-style-type: none"> <li>• The number of virtual visits.</li> <li>• The number of new patient visits.</li> </ul>
<b>ANTICIPATED IMPACT</b>
<p><i>Short term:</i></p> <ul style="list-style-type: none"> <li>• Decrease emergency room utilization for primary health care needs.</li> <li>• Increase timeliness of care by utilizing virtual care technology.</li> </ul> <p><i>Long term:</i></p> <ul style="list-style-type: none"> <li>• Identify and treat chronic conditions prior to developing into severe and debilitating disease</li> <li>• Increase overall access points and availability of primary care in the community</li> </ul>

<b>STRATEGY 2</b>
<p><b>Hospital Name</b> Seton Medical Center Harker Heights</p>
<p><b>Prioritized Health Need</b> Access to Care: Prevention and Management</p>
<p><b>Strategy</b> Knowledge is important for individual health and well-being, and efforts aimed at injury and disease prevention are powerful vehicles to improve community health. When community residents lack adequate information on how to prevent, manage, and control their health conditions, those conditions tend to worsen. Prevention efforts focus on reducing cases of injury, infectious disease (STI prevention and vaccinations), and management of chronic diseases (e.g. diabetes, hypertension, and heart disease) are important for community health improvement. Our goal is to reduce the risk of injury and chronic diseases by providing appropriate care facilitating prevention strategies and educational engagement tools</p>
<p><b>Collaborators</b></p> <ul style="list-style-type: none"> <li>• Greater Killeen Community Clinic</li> <li>• Bell County Public Health</li> <li>• Freedom Urgent Care</li> <li>• Wellstone Health Partners</li> </ul>
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Community education activities: Stop the Bleed, Survive Don't Drive and others.</li> <li>• Health Fairs at local municipalities, employers, etc.</li> <li>• Joint Commission self-management tools</li> </ul>
<b>ACTION STEPS</b>
<ul style="list-style-type: none"> <li>• Promote and provide chronic disease prevention education, wellness activities, and support groups</li> <li>• Provide education and self-management tools for specific conditions</li> <li>• Coordinate focused activities through Hospital programs with various community organizations (e.g. Helmet safety, Car Seat Challenge, Back to Sleep)</li> </ul>

<b>MEASUREMENT</b>
<ul style="list-style-type: none"> <li>Improvement in publicly reported data specific to Bell County and chronic diseases.</li> </ul>
<b>ANTICIPATED IMPACT</b>
<p><i>Short term</i> Improve screening rates for diabetes, vaccinations, HgbA1c, cancer, BMI, and blood pressure</p> <p><i>Long term</i> Improve health and quality of life through prevention, detection, and treatment of risk factors for diabetes, hypertension, and cardiovascular disease</p>

<b>STRATEGY 3</b>
<p><b>Hospital Name</b> Seton Medical Center Harker Heights</p>
<p><b>Prioritized Health Need</b> Access to Care: Coordination of Care</p>
<p><b>Strategy</b> Care coordination involves deliberately organizing patient care activities and sharing information among all of the participants concerned with a patient’s care to achieve safer and more effective care. This means that the patient’s needs and preferences are known ahead of time and communicated at the right time to the right people, and this information is used to provide safe, appropriate, and effective care to the patient. Care coordination requires building collaborative relationships among an array of stakeholders. Our goal is to improve communication among healthcare providers.</p>
<p><b>Collaborators</b></p> <ul style="list-style-type: none"> <li>Ft Hood Regional Health Planning Organization (FHRHPO)</li> <li>Baylor Scott &amp; White</li> <li>AdventHealth Central Texas</li> <li>Wellstone Health Partners</li> <li>Carl R Darnall Army Medical Center</li> <li>Cedar Crest</li> <li>VA Central Texas Healthcare System</li> </ul>
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>Seton Medical Center Harker Heights sends staff to monthly planning meetings for the FHRHPO</li> </ul>
<b>ACTION STEPS</b>
<ul style="list-style-type: none"> <li>Continue active participation with the FHRHPO by meeting monthly with community organization</li> <li>Garner access to and appropriate training for the community EMRs to ensure continuum of care and reduce duplicity</li> </ul>
<b>MEASUREMENT</b>

<ul style="list-style-type: none"> <li>• The number of meetings held with partner organizations</li> <li>• The number of events/activities co-hosted with organizations listed above or others</li> </ul>
<b>ANTICIPATED IMPACT</b>
<p><i>Short term</i></p> <ul style="list-style-type: none"> <li>• Increase referral clarity and timeliness</li> <li>• Decrease information loss and over-utilization of services</li> </ul> <p><i>Long term</i></p> <ul style="list-style-type: none"> <li>• Increase the delivery of high-quality and high-value healthcare</li> <li>• Improve patient outcomes and decrease disjointed care</li> </ul>

## Evaluation

Seton Medical Center Harker Heights, in partnership with Ascension Seton, will develop a comprehensive measurement and evaluation process for the implementation strategy. The Ministry will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. Seton Medical Center Harker Heights, in partnership with Ascension Seton, uses a tracking system to capture community benefit activities and implementation. To ensure accountability, data will be aggregated into an annual Community Benefit report that will be made available to the community.