

# Seton Medical Center Harker Heights

**Implementation Strategy for the 2024 CHNA  
Bell County, Texas**



**Ascension**



**Seton Medical Center  
Harker Heights**

The purpose of this Implementation Strategy (IS) is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment (CHNA). The significant health needs 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 at increased risk for poor health outcomes or experiencing social factors that place them at risk.

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The 2024 Community Health Needs Assessment report was approved by the Board of Directors of HH/Killeen Health System, LLC on June 24, 2025, and applies to the following three-year cycle: July 1, 2025 to June 30, 2028. 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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## 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 impoverished and vulnerable persons.

## About Ascension

Ascension is one of the nation's leading non-profit and Catholic health systems, with a Mission of delivering compassionate, personalized care to all with special attention to those most vulnerable. In FY2024, Ascension provided \$2.1 billion in care of persons living in poverty and other community benefit programs. Across 16 states and the District of Columbia, Ascension's network encompasses approximately 106,000 associates, 26,000 aligned providers, 105 wholly owned or consolidated hospitals, and 34 senior living facilities. Additionally, through strategic partnerships, Ascension holds an ownership interest in 26 other hospitals.

Ascension's Mission provides a strong framework and guidance for the work done to meet the needs of communities across the US. It is foundational to transform healthcare and express priorities when providing care and services, particularly to those most in need.

**Mission:** Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

For more information about Ascension, visit <https://www.ascension.org/>.

## Ascension Texas

Serving Texas for more than 120 years, Ascension Texas operates 12 hospitals and 222 sites of care, employing 16,000 associates across Central Texas. Ascension operates Ascension Providence in Waco and Ascension Seton, which includes Dell Children's Medical Center, the region's only comprehensive children's hospital and pediatric Level I trauma center, and Dell Seton Medical Center at The University of Texas, the region's only Level I trauma center for adults. Ascension Seton partners with Dell Medical School at The University of Texas at Austin and shares a common vision of transforming healthcare through a focus on quality and value. On average, Ascension Texas provides \$562 million annually in charity care and community benefit across Central Texas. Visit [www.ascension.org](http://www.ascension.org) and [www.dellchildrens.net](http://www.dellchildrens.net).

## **Seton Medical Center Harker Heights**

Seton Medical Center Harker Heights is an 83-bed acute care hospital opened in 2012 in Harker Heights, Texas offering an array of services such as a Cardiology, Emergency Services and a Level IV Trauma Designated Emergency Room, General Surgery, Orthopedic Surgery, Total Joint Replacement, Gastroenterology, Diagnostic Services and more. Seton Medical Center Harker Heights is Joint Commission Accredited, an Accredited Chest Pain Center, and Advanced Primary Stroke Center.

### **Mission Statement:**

We are called to serve each patient with dignity and respect while always providing exceptional care. Our mission as a Catholic Health Care Ministry inspires us to provide care for and to improve the health of those we serve with a special concern for the poor and the vulnerable. We are called to be a sign of God's unconditional love for all and believe that all persons by their creation are endowed with dignity. We provide exceptional care through collaboration with our Associates, Physicians, Volunteers and Community Partners. Seton Medical Center Harker Heights is governed by a local board of trustees represented by residents, medical staff, and sister sponsors.

Ascension Texas, an affiliate of Ascension Seton, is a minority owner of Seton Medical Center Harker Heights. These organizations collaborated to prepare this Implementation Strategy Report. For more information about Seton Medical Center Harker Heights, visit <https://setonharkerheights.net/>.

## **Overview of the Implementation Strategy**

### **Needs Prioritization**

Included in Code Section 501(r)(3) is the requirement that hospitals must provide a description of the process and criteria used to determine the most significant health needs of the community identified through the CHNA, along with a description of the process and criteria used to determine the prioritized needs to be addressed by the hospital. Accordingly, Seton Medical Center Harker Heights used a phased prioritization approach to identify community health needs. The first step was to determine the broader set of identified needs. The CHNA assessment narrowed identified needs to a group of significant needs determined most crucial for community stakeholders to address.

After completing the CHNA assessment, significant needs were further narrowed down by the Ascension Seton CHNA Steering Committee to the prioritized needs which the network of Ascension Seton hospitals will address. To arrive at the prioritized needs, Ascension Seton leaders used rank-choice voting based on criteria including alignment with Ascension's mission and capacity to impact followed by group discussion and final discernment.

Following the completion of the current CHNA, Ascension Seton has selected the prioritized needs outlined below:

- Healthcare Access and Quality
- Mental and Behavioral Health
- Social Determinants of Health
- Maternal and Child Health

### **Needs That Will Be Addressed**

Ascension Seton understands the importance of all the community's health needs. It is committed to playing an active role in improving the health of the people in the communities it serves. As a system, Ascension Seton will address all of the prioritized needs. However, individual hospitals, including some of our joint venture hospitals, may not address all four needs. The needs prioritized by Ascension Seton that will be addressed by Seton Medical Center Harker Heights are Healthcare Access and Quality and Social Determinants of Health.

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

For this implementation strategy, Seton Medical Center Harker Heights will not address Mental and Behavioral Health or Maternal and Child Health as these groups are not the primary populations served by the hospital.

### **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 of the IS by Seton Medical Center Harker Heights**

To ensure Seton Medical Center Harker Heights's efforts meet the needs of the community and have a lasting and meaningful impact, the 2024 Implementation Strategy was presented and adopted by the Governing Board of Seton Medical Center Harker Heights on October 28, 2025. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions of 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.

Prioritized Need: Healthcare Access and Quality
<p><b>Background</b></p> <p>Access to quality healthcare is critical for addressing health needs that are acute, chronic or preventive. Seton Medical Center Harker Heights will address Healthcare Access and Quality by focusing on health literacy to promote health and prevent disease, improving access to clinical services and reducing financial barriers to healthcare and pharmaceuticals.</p>
<p><b>Collaborators</b></p> <ul style="list-style-type: none"> <li>• Seton Medical Center Harker Heights leadership.</li> <li>• To support healthcare access and quality, Seton Medical Center Harker Heights will collaborate with community partners and organizations for external, community-facing initiatives.</li> </ul>

STRATEGY 1:	
Offer hospital and community-based health education to improve health literacy and prevent disease	
<b>Anticipated Impact</b> Increased community knowledge/awareness of factors that affect health	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Associate time to schedule and host programs</li> <li>• Educational materials (creating, finding, printing)</li> <li>• Space and supplies for meeting rooms</li> </ul>	
ACTION STEPS	ROLE/OWNER
Promote and provide chronic disease prevention education, wellness activities, and support groups	Seton Medical Center Harker Heights leadership
Provide education and self-management tools for specific conditions	Seton Medical Center Harker Heights leadership
Coordinate focused activities through Hospital programs with various community organizations (e.g. Helmet safety, Car Seat Challenge, Back to Sleep)	Seton Medical Center Harker Heights leadership
Actively participate in community organizations to ensure continuum of care and reduce duplicity	Seton Medical Center Harker Heights leadership

STRATEGY 2:	
Improve access to high quality health services in the community with a focus on community members who experience high barriers to care	
<b>Anticipated Impact</b> Community members receiving access to healthcare services who otherwise may not have	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Associate time</li> </ul>	

<ul style="list-style-type: none"> <li>Medical supplies as appropriate</li> </ul>	
<b>ACTION STEPS</b>	<b>ROLE/OWNER</b>
Strengthen operational alignment with urgent care partners to support neighboring primary care clinic model	Seton Medical Center Harker Heights leadership
Evaluate expansion of access points	Seton Medical Center Harker Heights leadership
Increase recruiting efforts for primary care providers	Seton Medical Center Harker Heights leadership
Expand services through utilization virtual care technology	Seton Medical Center Harker Heights leadership
Provide support to uninsured patients by assisting with enrollment to publicly funded programs.	Seton Medical Center Harker Heights leadership

<b>Prioritized Need: Social Determinants of Health</b>
<p><b>Background</b></p> <p>Social determinants of health (SDOH), sometimes referred to as nonmedical drivers of health, are the conditions in the environment where people are born, live, learn, work, play, worship and age that affect a wide range of health outcomes. They are grouped into five categories: economic stability, education access and quality, health care access and quality, neighborhood and built environment, and social and community context. SDOH can affect health outcomes in varied ways. Some SDOH include the ability to meet immediate needs and engage in health maintenance behaviors such as access to job opportunities that pay a living wage, access to healthy food and safe spaces to exercise. Other SDOH can affect longer-term and even generational health outcomes such as educational attainment, socioeconomic factors, and localized environmental pollution.</p>
<p><b>Collaborators</b></p> <ul style="list-style-type: none"> <li>Seton Medical Center Harker Heights leadership</li> </ul>

<b>STRATEGY 1:</b>	
Support initiatives that strengthen access to healthy food for patients and for the community	
<b>Anticipated Impact</b>	
Improved access to food for patients who screen positive for food insecurity	
<b>Resources</b>	
<ul style="list-style-type: none"> <li>Associate time</li> <li>Materials and supplies (including food if appropriate)</li> </ul>	
<b>ACTION STEPS</b>	<b>ROLE/OWNER</b>
Invest in and support work of local food banks	Seton Medical Center Harker Heights
Identify patients experiencing food insecurity and make connections to community resources	Seton Medical Center Harker Heights leadership, Case Management

## **Evaluation**

Seton Medical Center Harker Heights will develop a comprehensive measurement and evaluation process for the implementation strategy. The hospital 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.