Methodist Healthcare System
2014-2016
Community Health Needs Assessment and Implementation Strategy

Contents
Organizational Profile .................................................................................................................. 2
Facilities ........................................................................................................................................ 2
Community Benefits Committee – Guiding Community Outreach .............................................. 3
Population Served .......................................................................................................................... 3
Community Needs Assessment Methodology, Process and Community Involvement.............. 6
  Methodology ................................................................................................................................. 6
  Community Partners .................................................................................................................... 9
Identified Community Needs: Working Together to Meet the SA2020 Goals ............................... 10
  Community Health Priority No. 1: Healthy Eating and Active Living ...................................... 10
  Community Health Priority No. 2: Healthy Child and Family Development ............................ 11
  Community Health Priority No. 3: Safe Communities ................................................................. 11
  Community Health Priority No. 4: Behavioral and Mental Well-Being ..................................... 11
  Community Health Priority No. 5: Sexual Health ..................................................................... 11
Area Health Services ....................................................................................................................... 12
Methodist Healthcare’s Community Health Improvement Plan based on the Community Health Needs Assessment ........................................................................................................................................ 13
  Community Health Priority No. 1: Healthy Eating and Active Living ...................................... 13
  Community Health Priority No. 2: Healthy Child and Family Development ............................ 15
  Community Health Priority No. 3: Safe Communities ................................................................. 18
  Community Health Priority No. 4: Behavioral and Mental Well-Being ..................................... 19
  Community Health Priority No. 5: Sexual Health ..................................................................... 20
Implementation of the Strategy ........................................................................................................ 22
Availability of the Community Health Needs Assessment and Implementation Plan .................. 22
Approval: ......................................................................................................................................... 22
Organizational Profile

As the most preferred health care provider in San Antonio, the Methodist Healthcare System has been recognized by the community for its outstanding team of nurses, medical professionals and physicians for more than 50 years. Since opening its first hospital in 1963, Methodist Healthcare has provided quality care to residents of San Antonio and the 26 surrounding counties and patients from around the world.

Our Mission: Serving Humanity to Honor God by providing exceptional and cost-effective health care accessible to all.

Our Vision: To be a world-class health care provider, continually raising the standards of performance excellence and advancing the health status of the community.

Our Values: Our expected Standards of Behavior are: Compassionate Service, Ownership/Pride, Privacy, Safety, Accountability, Teamwork, Attitude, Appearance, Communication and Fun.

Our Core Competency: Building partnerships to serve our community.

Methodist Healthcare began as Methodist Hospital, a single, five-story acute care facility that was chartered in 1955 and first opened its doors in 1963. In 1995, Methodist Healthcare was formed as a 50-50 co-ownership between the Methodist Healthcare Ministries of South Texas (MHM) and HCA. MHM is a private, faith-based, not-for-profit organization dedicated to providing medical and health-related human services to low-income families and the uninsured in South Texas. MHM is second only to the government in providing health care to the indigent population in a 72-county area. HCA, based in Tennessee, is the nation’s leading provider of health care services, composed of 163 hospitals and 105 freestanding surgery centers in 20 states and England.

Facilities

Methodist Healthcare is comprised of 26 facilities, including eight hospitals, each committed to serving the needs of the community. It is the largest health care system in South Texas, with 2,065 licensed beds and over 8,000 employees. Methodist Healthcare’s hospitals:

- Methodist Hospital
- Methodist Children’s Hospital, a campus of Methodist Hospital
- Metropolitan Methodist Hospital, a campus of Methodist Hospital
- Northeast Methodist Hospital, a campus of Methodist Hospital
- Methodist Specialty and Transplant Hospital, a campus of Methodist Hospital
- Methodist Texsan Hospital, a campus of Methodist Hospital
Community Benefits Committee – Guiding Community Outreach

The Methodist Healthcare System Core Competency, building partnerships to serve our community, enables achievement of the mission of service to the community (Serving Humanity) through compassionate service, efficiency, and effectiveness with a servant leadership attitude (being responsible stewards of Methodist Healthcare’s assets while honoring God). The Mission supports regular, consistent impactful contributions to strengthen the health of the community guided by the Community Benefits Committee. Formed in 1995 as a result of the partnership agreement, the Community Benefits Committee is a standing committee of Methodist Healthcare. The committee meets quarterly to review community benefits provided by Methodist Healthcare. Members include representatives from Methodist Healthcare’s Community Board, Board of Governors and leadership from Methodist Healthcare and MHM, as well as key staff members from each organization. An annual community report is submitted by the president and CEO of Methodist Healthcare, to the Community Benefits Committee, Board of Governors, Community Board, and MHM recapping the complimentary programs offered to the community, a great many of them directed to those less fortunate. The report includes a summary trend chart of actual services. In addition to the annual report, a quarterly report is presented on various aspects of Methodist Healthcare’s community involvement focused on measuring community activity that benefits the underserved.

Population Served

**In 2012, Methodist Healthcare served**

<table>
<thead>
<tr>
<th>Emergency Department Patients</th>
<th>Inpatients</th>
<th>Outpatients</th>
<th>Outpatient Surgery</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>255,755</td>
<td>84,263</td>
<td>108,421</td>
<td>37,421</td>
<td>494,146</td>
</tr>
</tbody>
</table>

**In 2013, Methodist Healthcare budgeted for**

<table>
<thead>
<tr>
<th>Emergency Department Patients</th>
<th>Inpatients</th>
<th>Outpatients</th>
<th>Outpatient Surgery</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>303,792</td>
<td>89,075</td>
<td>152,797</td>
<td>46,538</td>
<td>592,202</td>
</tr>
</tbody>
</table>

Methodist Healthcare serves an estimated population of nearly 2.9 million\(^1\) in Bexar and 26 South and Central Texas counties: Atascosa, Bandera, Caldwell, Comal, DeWitt, Dimmit, Edwards, Frio, Gillespie, Gonzales, Guadalupe, Karnes, Kendall, Kerr, Kinney, La Salle, Lavaca, Maverick, McMullen, Medina, Real, ...

---

\(^1\) United States Census County Quick Facts [http://quickfacts.census.gov/qfd/states/48000.html](http://quickfacts.census.gov/qfd/states/48000.html)
Uvalde, Val Verde, Webb, Wilson and Zavala. Since this geographic area is majority Hispanic, we see this reflected in our patient population. Our service area also includes underserved rural areas.

*Figure 1 Geographical Illustration of Population Served*²

---

**Figure 2 Population Ethnicity**³

---

**Bexar County and the 26 Counties Methodist Healthcare Serves**

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic</td>
<td>58%</td>
</tr>
<tr>
<td>Anglo</td>
<td>34%</td>
</tr>
<tr>
<td>Black</td>
<td>6%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>

² Based on the 2012 HCA Physician Services Community Needs Assessment Group calculated for STARK
To help meet the needs of our rural communities, Methodist Healthcare manages Medina Regional Hospital in Hondo, Texas and provides advisory services to Val Verde Regional Medical Center in Del Rio, Texas, and Frio Regional Hospital in Frio, Texas. This enables these hospitals to provide the community with resources that otherwise may not be available. Methodist Healthcare provides a neuro telemedicine program, Tele-Stroke, to Connally Memorial Medical Center in Floresville, Texas, and Guadalupe Valley Regional Medical Center in Seguin, Texas. The Tele-Stroke program provides these rural Texas hospitals access to Methodist Healthcare neurologists who can remotely diagnose and treat stroke patients when minutes count. Methodist Healthcare’s telemedicine program is expanding in 2013 and 2014 to include other rural communities. New service lines will be offered via telemedicine, as well. Methodist Healthcare also has abdominal transplant program satellite clinics in numerous Texas cities including Killeen, Corpus Christi, McAllen, Waco, Laredo, Temple and Austin.

The majority of the population Methodist Healthcare serves is Hispanic. In order to meet the needs of those whose primary language is not English, Methodist Healthcare offers:

- Language interpretation – 200 languages available 24/7, 365 days a year through a relationship with Language Service Associates. Methodist Healthcare has placed 261 dual headset cordless phones throughout the organization as well as installing 18 video remote interpreting units for patients and families requiring language assistance.

---

4 Texas Department of State Health Services [http://www.dshs.state.tx.us/chs/popdat/DtlXSampl.shtm](http://www.dshs.state.tx.us/chs/popdat/DtlXSampl.shtm)
• Materials in Spanish — All forms available in Spanish (additional languages upon request). As a large percentage of the population turns to the internet for health and wellness information, Methodist Healthcare’s website, SAHealth.com, is available in Spanish. Methodist Healthcare also donates equipment and supplies to Mexico.

**Community Needs Assessment Methodology, Process and Community Involvement**

**Methodology**

Methodist Healthcare is a founding member of The Health Collaborative (THC), a nonprofit convening organization that brings together hospital systems, other health care organizations, local government and nonprofit organizations in Bexar County to identify and solve community health issues through collaboration. THC has conducted its Bexar County Community Health Assessment (BCCHA), an in-depth look at local health, since 1998 and Methodist Healthcare has used this assessment to analyze, prioritize and act on the health-care needs of the community. Conducted every three years, the BCCHA has evolved into a national model recognized for its comprehensiveness and for the community engagement and collaboration it has fostered.

Members of THC include: Methodist Healthcare, MHM, Appddiction Studio, Baptist Health System, Bexar County Department of Community Resources, CHRISTUS Santa Rosa Health System, Community First Health Plans, Our Lady of the Lake University, the City of San Antonio Metropolitan Health District, University Health System, University of Texas Health Science Center at San Antonio Department of Family and Community Medicine, WellMed Medical Management, Inc., and the YMCA of Greater San Antonio. Funders of the THC Community Health Assessment are Baptist Health Foundation, the Kronkosky Charitable Foundation, the United Way of San Antonio, and MHM.

THC bases its community health assessment on the social determinant model which views outcomes as a product of health-related behaviors and the behaviors themselves as a likely product of social dynamics at the level of the social context of the neighborhood. The BCCHA uses data from the San Antonio Metropolitan Health District’s annual Health Profiles, a report which looks at health trends, area demographics, information on prevalence of disease, and other findings. Health Profiles looks at the population by age, by gender and by race/ethnicity as it relates to current population, projected population, birth, education, ZIPcode and census tract. It also provides an in-depth look at birth trends, including fertility rates, maternal health, maternal age and ethnicity, teen births, low birth weight and premature trends and mother’s BMI and weight gain. Youth indicators examined include juvenile probation, family violence, immunization rates, and child abuse. Deaths are examined by infant mortality rate and causes, life expectancy by race/ethnicity and gender, all causes of death, and years of potential life lost. The Behavior Risk Factor Surveillance System (BRFSS) survey is also used; it’s an annual probability survey from the Centers for Disease Control and Prevention that is administered in all states. It allows examination of variations at the sub-county level with greater accuracy. According to
the CDC, the BRFSS survey remains the gold standard of behavioral surveillance, with data collected monthly in all 50 states and U.S. territories. More than 500,000 interviews were conducted in 2011, making the BRFSS the largest telephone (cell and land line) survey in the world. Data for the BCCHA also is drawn from local and state sources, including the U.S. Census Bureau, U.S. Bureau of Labor Statistics, Texas Department of State Health Services, and San Antonio Police Department.

Finally, data is collected at the neighborhood level with the intent of describing the social contexts that possibly give rise to health-related behaviors described in the Health Profiles and BRFSS survey data. Focus groups, interviews and community meetings were conducted city-wide with over 220 participants, ranging from hospital administrators and WIC counselors to youth and parents (See Community Partners). These interviews and meetings took place during March and April of 2013. Community meetings were live streamed on the internet by NowCastSA, also a community-based nonprofit, making it possible for even more people to be involved. Health Resources in Action (HRiA), a nonprofit public health consultancy organization, was hired to conduct the project. HRiA is an organization that provides consulting services and develops programs for various clients. HRiA has been providing these services for more than 50 years. HRiA has helped communities across the country conduct Community Health Assessments. Their approach is inclusive of diverse sectors and voices, participatory, transparent, and open to multiple communication pathways so that findings are widely shared.

THC was sensitive to Bexar County’s ethnic diversity and its social, educational and economic profile and was able to avoid gaps in assessing the needs of the community by live streaming the sessions, providing transportation, and having Spanish-speaking facilitators. THC also used grassroots outreach—through churches, schools and community centers—to engage participants. The final assessment was released by THC and local city and county officials at a breakfast meeting whereby a cross section of grassroots and city leaders were invited as well as participants from the focus groups and one-on-one interviews conducted for the assessment. The Executive Summary of the assessment was provided to all attendees.

**Figure 4 CHNA Timeline**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Relationships, includes project management</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Phase I – Health Outcomes &amp; Health Behaviors</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary Data Collection and Analysis</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Report Development</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Phase II – Neighborhood Context</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Key Informant Interviews</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Focus Groups</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Community Dialogues</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Data analysis</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Report Development</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Final Report</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
In order to assess the rural areas Methodist Healthcare serves, University Health System's (UHS) Regional Healthcare Partnership (RHP) 6 plan was utilized. In February 2012, a workgroup was created by Texas Health and Human Services Commission. During the months of February through May 2012, meetings and conference calls were held to develop the RHP planning protocol. Physicians from University Health System, University of Texas Health Science Center at San Antonio, Texas Medical Association and CHRISTUS Santa Rosa contributed to the development of this protocol. In March 2012, UHS hosted a meeting attended by hospital CEOs, county judges and county commissioners. This meeting addressed new opportunities in health care. UHS created a website in order to keep the public informed. To gain more input from the public, meetings and conference calls were held in 2012 with various businesses including federally qualified health centers, home health agencies, county and city officials, indigent care coordinators, advocacy groups and Healthcare Access San Antonio.
## Community Partners

| One-on-One Setting Interviews with Key Regional and City Officials | - Bexar County Judge Nelson Wolf  
- San Antonio Mayor Julian Castro  
- Thomas L. Schlenker, M.D., M.P.H. – Director of Public Health for the City of San Antonio  
- Eric Cooper – President and CEO of San Antonio Food Bank  
- Larry Mejia – President and CEO of Daughters of Charity SA  
- Kristen Plastino, M.D. - UTHSCSA  
- Moldy Woosley – San Antonio Department of Human Services  
- Hector Villarreal – Veterans Affairs  
- Margaret Brackley – UTHSCSA Nursing Professor  
- Scot Ackerson – Haven for Hope  
- Fernando Martinez, M.D. – Northwest Vista College  
- Fred Hines – President and CEO of Clarity Child Guidance Center  
- Kenneth Davis, M.D. – Chief Medical Officer of Methodist Healthcare  
- Carole Harris – Public Relations Specialist of Methodist Healthcare  
- Leon Evans – President and CEO of The Center for Health Care Services  
- Eusebio Diaz – Vice President Baptist Health Foundation San Antonio  
- Bryan Alsip, M.D., M.P.H. – Executive Vice President and Chief Medical Officer, University Health System  
- Ernest Gomez, Ph.D. – President and CEO, CentroMed |

| Focus Groups | - Two Military Groups  
- Somerset Residents (a city located 20 miles south of San Antonio)  
- Low Income Smokers  
- Homeless Families  
- Senior Service Providers  
- HIV Syphilis Task Force  
- San Antonio Business Group on Health  
- Family Fitness Program families  
- Nurse Residents  
- School Health Coordinators and Nurses  
- Promotora Leaders  
- High School Students  
- University Students  
- Sexual Health Providers  
- Built Environment |

| Community Dialogue/Meetings | - Thousand Oaks Family YMCA – north quadrant of San Antonio  
- The Neighborhood Place – west quadrant of San Antonio  
- St. Patrick’s Catholic Church – east quadrant of San Antonio |

In addition, the methodology took into account input from a variety of organizations representing the medically underserved, low-income and minority populations and populations with chronic disease needs, including City of San Antonio Metro Health, Our Lady of the Lake University, South Texas Family AIDS Network, San Antonio Sports, Head Start, United Way, the Food Bank, University Health System
Texas Diabetes Institute, American Heart Association, American Diabetes Association, Voices for Children, the Children’s Shelter, Haven for Hope, Boys and Girls Clubs, Clarity Child Guidance Center, Alliance for a Healthier generation, Communities in Schools, Catholic Charities, Planned Parenthood, University of Texas School of Public Health, Family Services Association and many more.

**Identified Community Needs: Working Together to Meet the SA2020 Goals**

During a 12-month period THC and the City of San Antonio Metropolitan Health District convened a process to develop a Community Health Improvement Plan for Bexar County. Building on the results of the 2010 and 2013 BCCHA and other local information, over forty individuals (including Methodist Healthcare representatives) representing different sectors of the community worked together to set priorities for health improvement. Sectors represented included business, health, education, academic research, faith organizations, city and county government, public safety, philanthropic organizations, residents and community-focused organizations including, but not limited to Boys & Girls Clubs of San Antonio, City of San Antonio Metropolitan Health District, City of San Antonio Parks and Recreation Department, University of Texas Health Science Center, University of Texas Health Science Center South Texas Family AIDS Network, University Health System, San Antonio Sports, Superior Health Plan, Methodist Healthcare Ministries, Methodist Healthcare, San Antonio Food Bank, Bexar County Department of Community Resources, Kronkosky Charitable Foundation, San Antonio Community of Congregations, Clarity Child Guidance Center, City of San Antonio Public Libraries, Alliance for a Healthier Generation, City of San Antonio Animal Care Services, Center for Health Care Services, UT Teen Health, H-E-B, City of San Antonio Police Department, Alamo Area Council of Governments and Bexar Area Agency on Aging. HRiA was contracted to conduct the project.

Recognizing the need for a healthier community, a 501(c)(3) nonprofit organization was created called SA2020. The mission of SA2020 is to “catalyze the entire San Antonio community into passionate, focused, and stained action to achieve the shared goals that will transform San Antonio into a world-class city by the year 2020 in eleven key vision areas”.

In order to work collaboratively with other health care systems and organizations, businesses and nonprofits and make a true impact in our community, Methodist Healthcare has adopted the health priority areas based upon the Bexar County Community Health Assessment, the Bexar County Community Health Improvement Plan (CHIP) and the SA2020 goals. The health priority areas for our hospitals listed in priority order:

**Community Health Priority No. 1: Healthy Eating and Active Living**

In many parts of San Antonio, it is easier to buy a cheeseburger than a piece of fresh fruit. In Bexar County, 23 percent of children on the WIC program are overweight or obese. Also in Bexar County 33.7 percent of adults are overweight and 35.1 percent are obese. Both children and adults are at an increased risk for a variety of diseases ranging from Type 2 diabetes and asthma to heart disease, stroke and cancer. Our goal is to foster social change and strengthen positive behaviors around healthy eating and active living. Our community is united behind this goal and it is receiving a high priority in the
community through CHIP and SA2020. We are already seeing the success of this vision and teamwork. In July 2013, the Mayor announced the adult obesity rate in San Antonio had dropped from 35.1 percent to 28.5 percent—below the state average.

**Community Health Priority No. 2: Healthy Child and Family Development**
The well-being of mothers, infants, and young children will determine the health of the next generation. In Bexar County, births to mothers receiving late or no prenatal care have nearly doubled from 14 percent in 2003 to 29 percent in 2011. The percentage of African American infants who were born with low birth weight was almost double the percentage of White and Hispanic infants. As a county, we must bring pregnancy and early childhood health services to more families, encourage social service organizations to address pregnancy and early childhood preventive health as a component of their core services and increase programs that provide education on healthy children and families.

**Community Health Priority No. 3: Safe Communities**
In 2013, several of the focus groups and interviewees mentioned crime, violence and a concern for their safety as an issue, citing stray animals, rundown neighborhoods, bullying and gang activity. Safe communities lead to a higher standard of living with fewer injuries and deaths and an increased feeling of security for the people who live, work and play in the community. Our goal is to develop safe neighborhoods by identifying what works locally, planning how to replicate successes in neighborhoods and enhancing systems that respond effectively to community-identified safety needs.

**Community Health Priority No. 4: Behavioral and Mental Well-Being**
Health is about more than the physical body. Mental health is related to how people think, feel and act as they cope with life—how they handle stress, relate to others and make choices. In Bexar County, there is growing clinical recognition of the impact of mental health conditions and disorders on overall health status and costs. The goal is to improve comprehensive behavioral health services and access for all.

**Community Health Priority No. 5: Sexual Health**
One of the most pressing health concerns voiced by Bexar County residents is teen pregnancy. Although the birth rate to teens ages 15-19 has declined in Bexar County, it is still an overwhelming concern. In addition, sexually transmitted infections can threaten people of any age, including unborn babies. While syphilis can be easily detected and treated in the mother, when untreated it can have devastating effects on the health of the baby. Our goal is to ensure that males and females have access to education and resources to promote sexual health.
**Area Health Services**

A listing of existing health care facilities and other resources:

<table>
<thead>
<tr>
<th>The Primary and Core Based Statistical Area offers the following health facilities and resources:</th>
<th>The Secondary Service Area offers the following health facilities and resources:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Methodist Healthcare System</td>
<td>• Caldwell County</td>
</tr>
<tr>
<td>• Methodist Healthcare Ministries</td>
<td>• DeWitt County (Cuero Community Hospital)</td>
</tr>
<tr>
<td>• Wesley Health and Wellness Center</td>
<td>• Dimmit County (Dimmit County Memorial Hospital)</td>
</tr>
<tr>
<td>• Bishop Ernest T. Dixon Jr. Clinic</td>
<td>• Edwards County</td>
</tr>
<tr>
<td>• San Antonio Metro Health Department</td>
<td>• Frio County (Frio Regional Hospital)</td>
</tr>
<tr>
<td>• Bexar County Department of Community Resources</td>
<td>• Gillespie County (Hill Country Memorial Hospital)</td>
</tr>
<tr>
<td>• Atascosa County (South Texas Regional Medical Center)</td>
<td>• Gonzalez County (Gonzalez Health Care)</td>
</tr>
<tr>
<td>• Bandera County</td>
<td>• Karnes County (Otto Kaiser Memorial Hospital)</td>
</tr>
<tr>
<td>• Comal County (CHRISTUS Santa Rosa)</td>
<td>• Kerr County (Peterson Regional Hospital)</td>
</tr>
<tr>
<td>• Guadalupe County (Guadalupe Regional Medical Center)</td>
<td>• Kinney County</td>
</tr>
<tr>
<td>• Kendall County</td>
<td>• La Salle County</td>
</tr>
<tr>
<td>• Medina County (Medina Healthcare)</td>
<td>• Lavaca County (Yoakum Community Hospital/Lavaca Medical Center)</td>
</tr>
<tr>
<td>• Wilson County (Connally Memorial Hospital)</td>
<td>• Maverick County (Fort Duncan Regional Hospital)</td>
</tr>
<tr>
<td>• County Health Departments</td>
<td>• McMullen County</td>
</tr>
<tr>
<td>• University Health System</td>
<td>• Real County</td>
</tr>
<tr>
<td>• Audie L. Murphy Memorial VA Hospital</td>
<td>• Uvalde County (Uvalde Memorial Hospital)</td>
</tr>
<tr>
<td>• San Antonio Army Medical Center</td>
<td>• Val Verde County (Val Verde Regional Hospital)</td>
</tr>
<tr>
<td>• CHRISTUS Santa Rosa</td>
<td>• Webb County (Doctors Hospital/Laredo Medical Center)</td>
</tr>
<tr>
<td>• Baptist Health System</td>
<td>• Zavala County</td>
</tr>
<tr>
<td>• Nix Health</td>
<td>• County Health Departments</td>
</tr>
<tr>
<td>• Southwest General Hospital</td>
<td></td>
</tr>
<tr>
<td>• San Antonio State Hospital</td>
<td></td>
</tr>
<tr>
<td>• Barrio Comprehensive Family Health Center</td>
<td></td>
</tr>
<tr>
<td>• Centro Med</td>
<td></td>
</tr>
<tr>
<td>• La Mision Family Health</td>
<td></td>
</tr>
<tr>
<td>• Adolescent Pregnancy and Parenting Program</td>
<td></td>
</tr>
<tr>
<td>• Father Flanagan’s Boys Town</td>
<td></td>
</tr>
<tr>
<td>• Center for Health Care Services</td>
<td></td>
</tr>
<tr>
<td>• Child Guidance Center</td>
<td></td>
</tr>
<tr>
<td>• Southwest Mental Health Center</td>
<td></td>
</tr>
<tr>
<td>• Warm Springs</td>
<td></td>
</tr>
</tbody>
</table>

5 The area health services listed is a sampling of the represented services available and is not all inclusive
Methodist Healthcare’s Community Health Improvement Plan based on the Community Health Needs Assessment

Community Health Priority No. 1: Healthy Eating and Active Living

Community Goal: To foster social change and strengthen positive behaviors around healthy eating and active living to ensure access to nutritious foods and built environments that enable all residents to make healthy choices and lead healthy lives.

Objective: To promote the number of residents in our community who eat healthy and engage in physically active behaviors.

Strategies: To provide education and assistance through literature, speaking seminars, health fairs, programs, and partnering with non-profits in the community.

Tactics: In 2014, Methodist Healthcare will implement the following tactics, with yearly updates through 2016:

- Increase use of evidence-based care bundles for Sepsis in Methodist Healthcare hospitals. Sepsis is a leading cause of hospital mortality and health care costs in Bexar County. Diagnosing and managing sepsis early will relieve the unnecessary burden on the community. Managing sepsis through use of the evidence-based bundles is expected to decrease a patient’s overall length of stay (LOS), as well as the mortality rate. Over the next three years, Methodist expects compliance with at least one Sepsis Bundle for 50% of the eligible patients.
- Improve the patient’s experience, as well as the overall satisfaction with the care provided. There is a relationship between readmission rates and patient satisfaction. Over the next three years, Methodist Healthcare will improve patient satisfaction scores by four percent, and will improve 30-day readmission rates by two percent.
- Host two HeartCheck® health fairs. These health fairs will be held in lower socioeconomic neighborhoods providing the community glucose, blood pressure, full lipid panel cholesterol and BMI checks, as well as literature. Methodist Healthcare anticipates screening 400 participants in 2014.
- Host two Cardiac Connections Series with focus on hypertension, diabetes and hyperlipidemia. Each series will consist of four to five events led by physicians and medical professionals. Methodist Healthcare anticipates 150 attendees throughout 2014.
- Provide HeartMatters®/StrokeMatters, a free resource magazine to the community. We anticipate 20,000 members of the community will receive this magazine in 2014.
- Methodist Healthcare will email e-newsletters to over 12,000 subscribers on Heart, Women’s Services and Children’s Services each month in 2014.
• Produce *Keeping Well*, a community health and wellness magazine published three times a year and available in electronic and hard copy format. Methodist Healthcare anticipates a readership of 1.3 million in 2014.
• Methodist Healthcare’s employer solutions program, HealthPOWER, will partner with 195 local businesses which participate in Methodist Healthcare-sponsored wellness activities, including challenge weigh-ins, glucose and blood pressure checks. In 2014, Methodist Healthcare anticipates 118,000 employees will be reached through HealthPOWER, representing more than 330,000 covered lives.
• Offer more than 600 55PLUS® sponsored line dancing classes with an anticipated attendance total greater than 7,000 in 2014.
• Methodist Healthcare’s website, SAHealth.com, offers millions of pages of health resources available to the community, including information on healthy eating and active living. In 2014, Methodist Healthcare anticipates 3 million visitors on these resources.
• Utilize social media to push health and wellness topics, including topics related to healthy eating and active living to the community via Facebook and Twitter at least two times per week. Methodist Healthcare anticipates an increase in Twitter followers to 3,000 and Facebook to 17,000 in 2014.
• Donate/sponsor to the following nonprofits: American Heart Association, American Cancer Society, Leukemia & Lymphoma Society, Multiple Sclerosis Society, Women & Girls Development, Harper’s Embrace, WINGS, Shared Beat, American Diabetes Association Expo, as well as other medically related non-profits. Methodist Healthcare anticipates donations totaling $140,000 in 2014.
• Partner with various nonprofits including Multiple Sclerosis Society, American Heart Association, Leukemia & Lymphoma Society, American Cancer Society, March of Dimes and Cystic Fibrosis Foundation to promote their various walks/runs not only to the public via our social media sites, but to our employees, encouraging participation, fundraising and awareness. Methodist Healthcare anticipates 200 employees will participate in these various events in 2014.
• Donate in-kind printing to various non-profits including Leukemia & Lymphoma Society, Multiple Sclerosis Society and others. The monetary value for the printing is $10,000 for 2014.
• Continue its involvement with Project Measure Up in partnership with The Health Collaborative (THC). Methodist Healthcare participates in this surveillance and service program aimed at decreasing the prevalence of youth overweight and obesity in Bexar County through programs in area school districts. Project Measure Up is implemented in nine San Antonio school districts. Methodist Healthcare anticipates reaching over 4,000 lives in 2014.
• Continue its involvement in the Family Fitness Program in partnership with THC, Methodist Healthcare supports family fitness events with certified trainers and distribution of health information through several area school districts. Methodist Healthcare anticipates reaching more than 6,000 lives in 2014.
• Offer affinity programs – WomanPlus®, 55PLUS®, , Young Heroes’ Club® (children under age 10) outreach programs geared toward improving the health and wellness of the community through free education, health services, exercise activities and more. These programs offer specific
information on healthy eating and active living. This program will grow from 633,203 by 1.5 percent to 642,701 in 2014.

- In 2014 Methodist Healthcare will create five new brochures based on healthy eating and active living. These brochures will be handed out in collaboration with The Health Collaborative at their various events. Methodist Healthcare anticipates 30,000 brochures will be distributed in 2014.

**Impact:** Through the tactics listed above, Methodist Healthcare will bring awareness to healthy eating and active living issues as well as contribute to the decrease of obesity, hypertension and diabetes rates.

**Measurement:**
- Increase the number of adults and youth in Bexar County consuming five or more servings of fruits and vegetables per day by 10 percent (SA2020)6.
- Increase the proportion of adults and adolescents who meet physical activity national recommendations by 10 percent (SA2020).
- Increase the proportion of adults and adolescents in Bexar County who are at a healthy weight by 10 percent.
- Reduce the proportion of adolescents in Bexar County who are obese by 10 percent (SA2020).

**Key Partners:**
- American Heart Association
- American Diabetes Association
- San Antonio Food Bank
- THC
- American Diabetes Association
- Leukemia and Lymphoma Society
- Multiple Sclerosis Society
- Women & Girls Development
- Harper’s Embrace
- WINGS
- Shared Beat
- School Districts

**Community Health Priority No. 2: Healthy Child and Family Development**

**Community Goal:** To make pregnancy and early childhood the focus of system level changes that support healthy child and family development.

---

6 SA2020 is a vision of the San Antonio community. The 501(c)(3) nonprofit organization's mission is to “catalyze the entire San Antonio community into passionate, focused and sustained action to achieve the shared goals that will transform San Antonio into a world-class city by the year 2020 in eleven key vision areas”. The measurements represented with (SA2020) are based on the goal for 2020 and are not reflective of a year to year measurement.
Objective: To promote family stability by supporting education classes that promote mental health, community resources and health conditions for children.

Strategy: Provide resources through our Family Health Centers (five centers strategically located in lower socioeconomic neighborhoods), Methodist Healthcare HealthLine services, classes and seminars, events, online tools and community partnerships with nonprofit organizations.

Tactics: In 2014, Methodist Healthcare will implement the following tactics, with yearly updates through 2016:

- Host hypertrophic cardiomyopathy screenings at Methodist Stone Oak Hospital and the following campuses of Methodist Hospital: Methodist Texsan Hospital, Northeast Methodist Hospital, Metropolitan Methodist Hospital and Methodist Boerne Emergency Center. High school aged students are screened for this genetic heart condition in collaboration with AugustHeart Foundation. Methodist Healthcare anticipates screening 250 students over the five events in 2014.
- Offer complimentary pregnancy testing through its five Family Health Centers. Methodist Healthcare anticipates providing 15,000 pregnancy tests in 2014.
- Provide complimentary physician referrals through its five Family Health Centers. Methodist Healthcare anticipates providing 4,000 physician referrals in 2014.
- Offer assistance to those in the community filling out CHIP applications through its five Family Health Centers. CHIP is Children’s Health Insurance Program. In Texas, children without health insurance are eligible to receive low cost or free health coverage through CHIP. Methodist Healthcare anticipates assisting with 15 applications in 2014.
- Continue to offer Call-a-Nurse for Children – a telephone service offering free medical advice by trained emergency care pediatric nurses to parents of sick/injured children. The Call-a-Nurse for Children service is available from 5 p.m. to 8 a.m. Monday through Friday and around the clock on weekends and holidays. Methodist Healthcare anticipates receiving 92,000 calls during 2014.
- Continue to operate a community phone-in health resource called HealthLine during normal business hours. The HealthLine offers physician referrals, including primary care physicians, family medicine, obstetricians and gynecologists through the DoctorSource program. Methodist Healthcare anticipates 8,600 physician referrals in 2014.
- Methodist Healthcare’s website, SAHealth.com offers millions of pages of health resources available to the community, including information on children, pregnancy and childbirth. In 2014, Methodist Healthcare anticipates 3 million visitors on these resources.
- Utilize social media to push health and wellness topics, including topics related to healthy children, pregnancy and childbirth, to the community via Facebook and Twitter at least two times per week. Methodist Healthcare anticipates an increase in Twitter followers to 3,000 and Facebook to 17,000 in 2014.
- Continue to teach proper car seat installation to the community through our Buckle Up Baby classes. Methodist Healthcare anticipates teaching the installation of a combined total 620 car seats in 2014 at Methodist Hospital, Metropolitan Methodist Hospital, Methodist Stone Oak Hospital and various community events.
• Continue to distribute car seats. Methodist Healthcare anticipates 180 car seats to be distributed in 2014.
• Offer the community parenting classes including Daddy Boot Camp, Breastfeeding, Getting Ready for Childbirth and Tour, Pets and Your Baby, CPR, NICU (Neonatal Intensive Care Unit) CPR, Beyond Baby Blues Class (Postpartum Depression) and childbirth education classes offered in Spanish to be held at Methodist Hospital, Metropolitan Methodist Hospital and Methodist Stone Oak Hospital. Methodist Healthcare anticipates a combined total of 995 classes with 16,530 attendees at the three hospitals.
• Continue providing the community with free lactation consultations (in person and by phone). Methodist Healthcare anticipates a combined total of 47,875 consultations (including in person and by phone) in 2014 at Methodist Hospital, Metropolitan Methodist Hospital, Methodist Stone Oak Hospital and Methodist Women’s Center.
• Partner with THC to promote immunizations of children and adults to improve community health. THC and Methodist Healthcare anticipate an increase in the Immunizations Collaborative (IZSA) partner list by 10 percent by 2016.
• Partner with THC and the HIV Summit. THC and Methodist Healthcare anticipate hosting three learning workshops, an Annual Oral Symposium with AETC (AIDS Educational Training Centers) and the Ryan White Program. Through these events and programs, THC and Methodist Healthcare anticipate disseminating 5,000 Fotonovelas7 throughout the community for increased awareness and access to HIV testing centers and resources in 2014.
• Partner with THC to promote the San Antonio Health Literacy Initiative (SAHLI) to ensure literacy is a core component of community health so that families can understand health information and make informed health-related decisions. Methodist Healthcare anticipates the 10th Annual Literacy conference to be held and a health literacy referral guide will be created. Health Literacy Round Tables for health-care workers will be offered throughout our hospitals with an anticipated attendance of 75 in 2014.
• Offer affinity programs – WomanPlus®, 55PLUS®, Young Heroes’ Club® (children under age 10) outreach programs geared toward improving the health and wellness of the community through free education, health services, exercise activities and more. These programs include specific information in regards to healthy child and family development. This program will grow from 633,203 by 1.5 percent in 2014.

Impact: Through the tactics listed above, Methodist Healthcare will bring awareness to healthy child and family development issues, as well as contribute to the decrease of complications in pregnancy, infant mortality rates and preventable childhood developments will decrease.

---

7 Fotonovela is an illustrated pamphlet that was created to educate an older Latina audience on sexually transmitted diseases.
Measurement:
- Reduce infant mortality rates, low birth weight and pre-term births by 10 percent (SA2020).

Key Partners:
- March of Dimes
- Ryan White Program
- City of San Antonio Metropolitan Health District (Metro Health)
- School Districts
- Area Employers
- THC
- AugustHeart Foundation

Community Health Priority No. 3: Safe Communities

Community Goal: To develop safe neighborhoods by identifying what works locally, planning how to replicate success in our neighborhoods, and enhancing systems that respond effectively to community identified safety needs.

Objective: To reduce the crime rate, including sexual violence in our community and to become a key player in keeping the community safe.

Strategy: Identify risk factors related to health, wellness and mental health that impact the development of safe communities and develop and support programs in response to them.

Tactics: In 2014, Methodist Healthcare will implement the following tactics, with yearly updates through 2016:
- Participate in San Antonio Fear Free Environment (SAFFE), a City of San Antonio Police Department (SAPD) unit that focuses on identifying, evaluating and resolving community crime problems with the cooperation and participation of community residents. Methodist Healthcare anticipates printing 1,900 flyers for this program in 2014.
- Continue our involvement with Child Abuse Resource Education (CARE) team - an effort involving Methodist Healthcare, SAPD, Emergency Medical Services (EMS), local pediatricians and many more to objectively handle and support children and families affected by child abuse in 2014.
- Continue our participation with the Sexual Assault Response Team. Methodist Healthcare funds this integrated community effort to treat sexual assault survivors with specially trained sexual assault nurse examiners (SANEs). Methodist Healthcare will assist with more than 500 sexual assault cases in 2014.
- Continue partnering with The Health Collaborative and their program, Young Minds Matter that addresses bullying and other social and emotional problems.
**Impact:** Through the tactics above, Methodist Healthcare will bring awareness to safe community issues as well as contribute to safer neighboring communities and access to care.

**Measurement:**
- Increase community networks and trainings to combat crime per year in San Antonio by 10 percent (SA2020).
- Increase the proportion of people who find their neighborhood “extremely safe” or “quite safe” by 10 percent (SA2020).

**Key Partners**
- SAPD
- EMS
- Pediatricians
- THC

**Community Health Priority No. 4: Behavioral and Mental Well-Being**

**Community Goal:** To improve comprehensive behavioral health services and access for all.

**Objective:** To provide training and support groups to enhance mental health education for our community and build better lives for people with mental illness

**Strategy:** To educate the community through seminars and participation in awareness events and leverage current system wide initiatives.

**Tactics:** In 2014, Methodist Healthcare will implement the following tactics, with yearly updates through 2016:
- Methodist Healthcare will expand its telemedicine program to include behavioral health and substance abuse patients. The behavioral health telemedicine program will allow improved access to psychiatrists as well as placement to the appropriate setting. Over the next three years, Methodist Healthcare anticipates increasing the number of behavioral telemedicine consults to 3,125.
- Participate in the Bexar County Mental Health Consortium, a blueprint for coordinating and improving mental health services in Bexar County and reducing costs by working with a diverse group of local stakeholders. Continue to support the Mental Health Community Directory of Bexar County mental health services and providers. Annually, Methodist Healthcare will participate in two Consortium work groups in 2014.
- Sponsor the National Alliance on Mental Illness (NAMI) walk with a donation of $5,000 in 2014.
- Participate in the Bexar County Consumer and Family Support Conference, a program of the Center for Hope in San Antonio, including in-kind printing donations for the annual consumer conference. (Center for Hope provides mental health, developmental disability and substance abuse services in
Bexar County.) Annually, Methodist Healthcare will provide an in-kind print donation of 500 programs for the conference in 2014.

- Continue to operate a community phone-in health resource called HealthLine during normal business hours. The HealthLine offers physician referrals, including those for psychiatrists and other behavioral and mental well-being physicians, through the DoctorSource program. Methodist Healthcare anticipates 8,600 physician referrals in 2014 through our HealthLine.
- Continue to provide an ongoing 24/7/365 Pastoral Care presence with patients, families and health care professionals with chaplain clinicians. Methodist Healthcare anticipates 230,000 contact visits in 2014.
- Provide a memorial service at each hospital facility once each quarter for those person’s families who have died during the quarter. Invitations will be sent to family members to be part of the memorial services as part of the grieving process. Also to provide/partner in bereavement programs to the community such as No One Dies Alone (NODA), Service of Leaves and Walk to Remember. Methodist Healthcare anticipates 20 services with 600 persons in attendance in 2014.

**Impact:** Through the tactics listed above, Methodist Healthcare will bring awareness to behavioral and mental well-being issues as well as contribute to the reduction in suicides and attempted suicides, a lessening of the societal stigma associated with mental health, and an improvement in overall health as members of the community learn to deal with mental health conditions and disorders more effectively.

**Measurement:**
- Delivery of print materials
- Class attendance
- Reduce the suicide rate among people ages 18 and younger by 10 percent (SA2020)
- Reduce the number of individuals hospitalized annually for mental disorders in Bexar County by 10 percent(SA2020)

**Key Partners:**
- Bexar County Mental Health Consortium
- National Alliance on Mental Illness

**Community Health Priority No. 5: Sexual Health**

**Community Goal:** Ensure that males and females have access to education and resources to promote sexual health.

**Objective:** Improve the sexual health of our community by promoting educational awareness

**Strategy:** Educate through literature, seminars, and community partnerships. Provide access with our Methodist Family Health Centers.

**Tactics:** In 2014, Methodist Healthcare will implement the following tactics, with yearly updates through 2016:
• Continue to operate a community phone-in health resource called HealthLine during normal business hours. The HealthLine offers physician referrals, including primary care physicians, gynecologists, and other physicians who provide sexual health services, through the DoctorSource program. Methodist Healthcare anticipates 8,600 physician referrals in 2014 through our HealthLine.

• In collaboration with San Antonio Metropolitan Health District encourage area physicians to make syphilis screenings available to women in their third trimester of pregnancy to reduce the number of cases of congenital syphilis by 80 percent by the year 2020.

• Offer complimentary pregnancy testing through its five Methodist Family Health Centers. Methodist Healthcare anticipates providing 15,000 pregnancy tests in 2014.

• Provide complimentary physician referrals through its five Methodist Family Health Centers. Methodist Healthcare anticipates providing 4,000 physician referrals in 2014 (this is in addition to those through the HealthLine).

• Methodist Healthcare’s website, SAHealth.com, offers millions of pages of health resources available to the community, including information on sexual health. In 2014, Methodist Healthcare anticipates 3 million visitors on these resources.

• Partner with THC and the HIV Summit. THC and Methodist Healthcare anticipate hosting three learning workshops, an Annual Oral Symposium with AETC (AIDS Educational Training Centers) and the Ryan White Program. Through these events and programs THC and Methodist Healthcare anticipate disseminating 5,000 Fotonovelas® throughout the community for increased awareness and access to HIV testing centers and resources.

**Impact:** Through the tactics listed above, Methodist Healthcare will bring awareness to sexual health issues as well as contribute to the decrease in teen pregnancies and sexually transmitted diseases.

**Measurement:**

• Reduce the number of congenital syphilis cases by 80 percent (SA2020).
• Reduce the teen birth rate for females ages 15-19 by 20 percent (SA2020).
• Reduce the rate of new HIV infection diagnoses by 10 percent (SA2020)
• Increase the proportion of people tested for HIV by 10 percent (SA2020).

**Key Partners**

• ZERO Prostate Cancer Organization
• Area Physicians
• Metro Health
• THC
• Bexar County Ryan White Program
• School Districts

---

8 Fotonovela is an illustrated pamphlet that was created to educate an older Latina audience on sexually transmitted diseases.
Implementation of the Strategy

The implementation strategy, including an execution plan and prioritization of health needs, services and metrics for each hospital will be presented to and approved by the Community Benefits Committee, Methodist Healthcare Community Board, Methodist Healthcare Board of Governors and MHM.

The chief executive officer at each facility has appointed an advocate to work with the Methodist Healthcare Strategic Planning and Market Services Department to implement and monitor the plan. The hospital chief financial officer also has appointed a representative to attend the meetings to monitor budget adherence. These individuals form a committee that will meet twice a year.

Methodist Healthcare’s implementation strategy for each hospital facility includes:

- Communication plan
- Priority initiative work plans
- Role and responsibility assignments
- Measures/indicators for success along with baseline data

Additional monitoring of the plan will occur through the quarterly community benefits reports to the Community Benefits Committee and the annual charity care report compiled and distributed to the Community Benefits Committee.

Availability of the Community Health Needs Assessment and Implementation Plan

A digital version of the assessment and plan will be available on our website, www.SAHealth.com. A printed version will be distributed to employees and physicians and will be available to the public upon request.

Approval:

Methodist Healthcare System President and Chief Executive Officer
By: Jaime Wesolowski

Date: 10/19/13