

# Implementation Strategy 2014

## El Paso Children's Hospital

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*September 29, 2014*

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# Introduction and Executive Summary

El Paso Children’s Hospital contracted with McGladrey to conduct a Community Health Needs Assessment (CHNA), as required by Internal Revenue Code, section 501(r).

El Paso Children’s Hospital is a non-profit hospital serving the greater El Paso area in the far west corner of Texas. El Paso Children’s Hospital has defined its community for the CHNA as El Paso County, as the vast majority of inpatients and emergency department patients draw from this area. Both primary and secondary data were collected to identify health needs within El Paso Children’s Hospital’s community.

The final list of selected community health needs resulting from the CHNA, as determined by El Paso Children’s Hospital is as follows:

- 1. Poverty, Low Income, Non-insurance, Low Educational Status
- 2. Cultural Barriers
- 3. Limited Health Care Providers and Access Points
- 4. Transportation
- 5. Prevention and Wellness

Through utilizing the prioritized needs list and group discussion, El Paso Children’s Hospital elected to address issues from all five need areas identified in the CHNA. The selected needs list for the Implementation Strategy focuses on the following areas:

- 1. Limited Health Care Providers and Access Points**
- 2. Prevention and Wellness**
- 3. Poverty, Low Income, Non-insurance, Low Educational Status**
- 4. Cultural Barriers**
- 5. Transportation**

# Implementation Strategy Background

## *Requirements*

El Paso Children's Hospital contracted with McGladrey to help create an Implementation Strategy (IS) document, as required by Internal Revenue Code, section 501(r). The IS process is designed to address health needs within the community, as identified in the CHNA. As required by the Patient Protection and Affordable Care Act (PPACA), this IS must:

- Be adopted by the authorized body of the hospital facility
- Address each health need identified in the CHNA by either
  - Describing how the hospital facility plans to meet the health need, taking into account specific programs, resources, and priorities, or
  - Identifying the health need as one the hospital does not intend to meet and explaining why the hospital does not intend to address the health need.

# Methodology

## *Implementation Strategy Development Process*

The El Paso Children’s Hospital Implementation Strategy team discussed the CHNA prioritized needs in preparation for creating the IS. The final prioritized list of needs resulting from the CHNA is as follows:

1. Poverty, Low Income, Non-insurance, Low Educational Status
2. Cultural Barriers
3. Limited Health Care Providers and Access Points
4. Transportation
5. Prevention and Wellness

The prioritized need areas were analyzed internally and with support from McGladrey, and solution options and community resources were identified for each need area. A selection matrix tool with five criteria was used to analyze each need. The criteria included prioritized need ranking, solution availability, community capacity, feasibility and sustainability, and alignment of the health need with the hospital’s mission and goals.

Results were presented to the Implementation Strategy team in the form of a ranked list of selected needs. The team reviewed results, deliberated, and made adjustments to selected needs based upon group consensus.

The group then proceeded to discuss approaches already in place as well as new programming recognized as best practices in addressing these need categories. Approaches determined to have the most potential as practical interventions within the hospital community were selected for action. Potential was assessed by considering existing community resources, hospital resources, existing programming, and community partners available to help execute interventions.

Upon completion of this process, the final selected needs to be addressed included:

- 1. Limited Health Care Providers and Access Points**
- 2. Prevention and Wellness**
- 3. Poverty, Low Income, Non-insurance, Low Educational Status**
- 4. Cultural Barriers**
- 5. Transportation**

All five identified areas within the CHNA prioritized list of health needs will be addressed with programming in the Implementation Strategy.

## *Implementation Strategy Approval*

The IS was accepted and approved by the El Paso Children's Hospital Board of Directors on September 26, 2013.

## *Public Posting and Availability*

The El Paso Children's Hospital 2014 Community Health Needs Assessment and Implementation Strategy is publicly posted on the El Paso Children's Hospital website. Hard copies are also available either through downloading through the website or through submitting written or electronic requests to Amy Downs, Business Development Manager, at ADowns@elpasochildrens.org, or at 4845 Alameda Avenue, El Paso, TX 79905.

## *Report Organization*

In the subsequent sections of this report, each need category will be addressed, including:

- A brief description of the category
- Existing hospital and community initiatives addressing the need
- The hospital strategy for addressing the need and rationale for why this strategy was chosen
- The hospital response to the need, including specific project components and measurable outcomes.

# Health Needs to be Addressed: Limited Health Care Providers and Access Points

Health Needs to Be Addressed	
<i>Current Situation and Existing Community Initiatives</i>	<p>In El Paso County, it is difficult for many residents to find a primary care or specialty care provider. This challenge is particularly acute in specific regions and rural locations of the area.</p> <p>Community resources include:</p> <ul style="list-style-type: none"> <li>• Paso del Norte Health Foundation</li> <li>• City of El Paso Department of Public Health</li> <li>• Project Vida</li> <li>• International AIDS Empowerment</li> </ul>
<i>Existing El Paso Children’s Hospital Initiatives</i>	<p>El Paso Children’s Hospital is currently making strides in this area on several different fronts. These include:</p> <ul style="list-style-type: none"> <li>• Recruiting, hiring and retaining pediatric subspecialists</li> <li>• Hosting medical students and residents for in-hospital teaching</li> </ul>
<i>Unmet Needs</i>	<p>Specialty providers for children in particular are in short supply within the hospital community. The majority of interviewees identified a “lack of providers” as a critical issue in El Paso. As one interviewee commented, access to care depends on “affordability, accessibility, and acceptability.” Families must be able to locate a provider, locate a provider accepting their health insurance or cash payment, and figure out how to travel to the provider location. Before El Paso Children’s Hospital existed, pediatric specialists were even more difficult to access. The Hospital has put a dent in this perception, but interviewees continue to note lack of pediatric specialists is still a major health concern.</p>
<i>Strategy and Rationale</i>	<p>Through recruiting and housing pediatric subspecialists within the hospital community, El Paso Children’s Hospital plans to continue make an impact in this area. Strategies to accomplish this include:</p> <ul style="list-style-type: none"> <li>• Retaining existing pediatric subspecialists within the community</li> <li>• Increasing the number of pediatric subspecialists in the hospital community</li> <li>• Increasing the variety of pediatric subspecialists in the hospital community</li> </ul>
<i>El Paso Children’s</i>	<p>In responding to the unmet needs within the community in the preventive care area, initiatives will include:</p>

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- Through recruitment and hiring activities, El Paso Children's Hospital plans to increase the number and breadth of pediatric subspecialists within the hospital community. Progress will be tracked by measuring the number of pediatric subspecialists and subspecialties represented in the hospital community.
- The hospital will work to create programming for residents and medical students currently in the hospital community designed to promote interest in pediatric subspecialties and to increase post-graduation retention. Program progress and the number of medical students and residents working within the community post-graduation will be tracked.
- The hospital will investigate the possibility of creating or joining a collaborative community task force dedicated to this issue. Progress toward this goal will be tracked.
- The hospital will investigate the possibility of partnering with El Paso Pediatric Society in their program under development designed to bring providers into low income neighborhoods to provide no-cost care. Program development and progress will be tracked.

## Health Needs to be Addressed: Prevention and Wellness

Health Needs to Be Addressed	
<p><i>Current Situation and Existing Community Initiatives</i></p>	<p>Issues related to disease prevention and maintaining health affect the overall wellness of children within the hospital community.</p> <p>Several educational opportunities exist for those wishing to learn more about living a healthy lifestyle, including the provision of information on the importance of nutrition and exercise.</p> <p>Within the community, there are many sports leagues and several hiking/biking trails.</p> <p>For those who cannot afford healthy foods, fourteen organizations offer food assistance and food bank services in the hospital community.</p> <p>Community resources include:</p> <ul style="list-style-type: none"> <li>• WIC</li> <li>• City of El Paso Department of Public Health</li> <li>• El Paso Texas Parks and Recreation</li> <li>• Healthy school lunches</li> <li>• The CATCH Program (Coordinated Approach to Child Health)</li> <li>• The Boys and Girls Club provides healthy snacks</li> <li>• The YWCA provides child care, summer activities, and healthy snacks</li> <li>• The YMCA holds many different fitness options and classes, as well as offers healthy lifestyle and fitness information</li> <li>• Lee and Beulah Moor Children’s Home offers information and programming for fostering, adoption, unplanned pregnancy, child advocacy, and child abuse prevention</li> <li>• The Advocacy Center for the Children of El Paso provides programming for child advocacy and child abuse prevention</li> </ul>
<p><i>Existing El Paso Children’s Hospital Initiatives</i></p>	<p>El Paso Children’s Hospital is currently making strides in this area on several different fronts. These include:</p> <ul style="list-style-type: none"> <li>• Provider (physician, nursing, etc.) education, including: <ul style="list-style-type: none"> <li>○ The Annual Spectrum of Healthcare from Mother to Baby Conference served approximately 100 attendees in 2014</li> <li>○ Annual Southwest School Nurse Conference served approximately 275 attendees in 2013</li> <li>○ Annual Pediatric Colloquium served approximately 100 attendees in 2014</li> <li>○ Monthly Pediatric Grand Rounds (900 attendees served)</li> <li>○ Community clinic educational in-service</li> <li>○ 39 attendees were given Neonatal Resuscitation Program training, and 67 attendees were given Cardiopulmonary Resuscitation Program training in Fiscal Year 2014</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ 51 attendees were given STABLE training in Fiscal Year 2014</li> <li>● Providing asthma education by a Respiratory Therapist who is certified AE-C to inpatients (240 in Fiscal Year 2014), outpatients (5 in Fiscal Year 2014), and hosting community asthma education classes (5 in calendar year 2014 to date)</li> <li>● Providing diabetes education</li> <li>● Sending hospital representatives to community events to provide kid-friendly health education (6 in calendar year 2014 to date, 8,191 attendees served)</li> <li>● Asthma education was provided by a Respiratory Therapist who is certified AE-C to 240 inpatients, 5 outpatients, and 5 community asthma education classes.</li> <li>● In Calendar Year 2013, 49 patients received diabetes education</li> <li>● The Respiratory Department participated in five career days and two clinical education days to date in calendar year 2014</li> </ul>
<i>Unmet Needs</i>	<p>Research shows that poor diet and inactivity greatly increase the risk for developing health conditions such as diabetes and obesity. Many interviewees mentioned obesity and low activity levels as prominent health issues affecting child health. One interviewee mentioned asthma as health concern among children.</p>
<i>Strategy and Rationale</i>	<p>Through promoting nutrition, fitness, and other healthy behaviors integral to promoting general wellness, El Paso Children’s Hospital plans to make an impact in this area within the community. Strategies to accomplish this include:</p> <ul style="list-style-type: none"> <li>● Increasing awareness of healthy behaviors in children within the hospital community</li> <li>● Increasing information available for children afflicted with asthma or diabetes</li> <li>● Increasing educational opportunities available for providers</li> <li>● Providing new educational opportunities for community residents</li> </ul>
<i>El Paso Children’s Hospital Response</i>	<p>In responding to the unmet needs within the community in the preventive care area, initiatives will include:</p> <ul style="list-style-type: none"> <li>● Continue to provide kid-friendly health education within the community at various events. The number of community events and attendance will be tracked.</li> <li>● Continue existing provider education, and investigate new opportunities, including a Diabetes Conference for School Nurses and a Non-Medical Conference designed for parents</li> <li>● Expand asthma outpatient class offerings by hospital respiratory team, and increase utilization. The number of classes and participants will be tracked.</li> <li>● Expand diabetes educational event offerings by hospital endocrinology team, and increase utilization. The number of events and participants will be tracked.</li> </ul>

- Expand educational opportunities available for providers in the community, including programming for asthma, diabetes, obesity, and other pediatric conditions.

# Health Needs to Be Addressed: Poverty, Low Income, Non-insurance, Low Education Status

<p><i>Current Situation and Existing Community Initiatives</i></p>	<p>Poverty and non-insurance are large barriers to care within the El Paso Children’s Hospital community.</p> <p>There are several different health insurance coverage options and resources available within the hospital community. Since October 2013, the Health Insurance Exchange marketplace system set forth in the PPACA provides a different avenue for purchasing more affordable health insurance plans for those who do not have access to a health insurance plan through their employer. Sliding fee scales, fee assistance, prescription assistance, or charity care options are available from many community providers for those who cannot afford medical care.</p> <p>Community resources include:</p> <ul style="list-style-type: none"> <li>• City of El Paso Department of Public Health</li> <li>• Charity Care and discounted care for non-insured through healthcare systems and health centers</li> <li>• Three FQHC systems and one Rural Health Center</li> <li>• Project Bravo, El Paso Community Action assistance programs</li> <li>• Project ARRIBA</li> <li>• YWCA El Paso Del Norte Region</li> <li>• The Salvation Army of El Paso</li> <li>• Our Lady of Guadalupe</li> <li>• Summer cooling assistance</li> <li>• Our Lady of Mount Carmel</li> <li>• St. Thomas Aquinas</li> <li>• Community and Family Services</li> <li>• Avance – El Paso</li> <li>• La Mujer Obrera</li> <li>• Assistance from St. Vincent DePaul</li> <li>• 26 different community organizations have navigators or other assistance available for gaining enrollment in Medicare, Medicaid, and/or Affordable Care Act health insurance programs</li> </ul>
<p><i>Existing El Paso Children’s Hospital Initiatives</i></p>	<p>El Paso Children’s Hospital is currently addressing community economic access to care disparities by:</p> <ul style="list-style-type: none"> <li>• Providing direct medical assistance and prescription assistance through free or reduced cost health services to vulnerable populations, the non-insured and the underinsured.</li> <li>• Providing assistance with determining Medicaid eligibility and program enrollment on site.</li> </ul>

<p><b><i>Unmet Needs</i></b></p>	<p>The poverty rate in El Paso County is higher than Texas, and unemployment within El Paso County exceeds state and national average. The median income in El Paso County is also very low relative to the State of Texas.</p> <p>The majority of the Interviewees identified low income status, low-wage jobs, and limited education as considerable barriers in accessing health care and following the treatment protocol a health care provider recommends.</p> <p>Under/non-insurance is also a concern within the hospital community. The school nurses specifically focused on children without health insurance as the foremost health concern in the area.</p>
<p><b><i>Strategy and Rationale</i></b></p>	<p>Recognizing that affordability of health care services is heavily dependent upon insurance coverage and income, El Paso Children’s Hospital determined that increasing insurance coverage through existing avenues available and providing charity care, where possible. Strategies to address this include:</p> <ul style="list-style-type: none"> <li>• To help minimize the effects of poverty on health</li> <li>• To increase insurance rates</li> </ul>
<p><b><i>El Paso Children’s Hospital Response</i></b></p>	<p>In responding to the unmet needs within the community in the poverty and non-insurance area, initiatives include:</p> <ul style="list-style-type: none"> <li>• Continue providing discounts for non-insured patients seeking care in the El Paso Children’s Hospital system. The number of discounts given and the total monetary amount of the program will be tracked.</li> <li>• Continue to provide charity assistance. The number of individuals given charity care assistance through the program will be tracked.</li> <li>• Work to create partnerships with local medical, nursing, and public health schools to develop resources for the low income and non-insured populations. Progress in the execution of this effort will be tracked.</li> </ul>

# Health Needs to Be Addressed: Cultural Barriers

Health Needs to Be Addressed	
<i>Current Situation and Existing Community Initiatives</i>	<p>A family’s culture can affect their health. The decision to or not to access health care services can be influenced by the cultural background of a family. Over 80 percent of the community residents are Hispanic, creating a vibrant and diverse culture in the area. In other areas of the United States where there is an emerging Hispanic community, the language barrier is the most significant issue in accessing appropriate health care for families. This issue does not exist in El Paso, with so many residents and health care providers speaking English and Spanish fluently. However, living in the El Paso County without legal documentation presents many challenges. The anxiety of potential deportation can cause families to postpone or to delay interaction with the health care system, even if someone has a chronic health condition or is acutely ill. Almost all interviewees identified culture as shaping a child’s health including, but not limited to, long-held traditions, intergenerational families, and attitudes about the health care system.</p> <p>Community resources include:</p> <ul style="list-style-type: none"> <li>• Paso del Norte Health Foundation</li> <li>• City of El Paso Department of Public Health</li> <li>• EPCH</li> <li>• TTUHSC El Paso Office of Diversity Affairs</li> <li>• American Red Cross – El Paso Chapter</li> <li>• El Paso Center for Children</li> <li>• Healthy Opportunities for Marriage Enrichment (HOME)</li> </ul>
<i>Existing El Paso Children’s Hospital Initiatives</i>	<p>El Paso Children’s Hospital currently does the following to address this area:</p> <ul style="list-style-type: none"> <li>• Providing phone translator services in the El Paso Children’s Hospital system</li> <li>• Employing many bilingual providers, including all social workers</li> <li>• Providing a library with materials in both English and Spanish</li> <li>• Providing a website with materials in both English and Spanish</li> </ul>
<i>Unmet Needs</i>	<p>The El Paso Children’s Hospital community is multicultural in nature, and is likely to become more so in the future.</p>
<i>Strategy and Rationale</i>	<p>Recognizing that access to health care is influenced by many non-economic factors within the hospital community, including cultural barriers to care,</p>

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El Paso Children's Hospital will develop a multi-dimensional approach to addressing these issues.

Strategies to address this include:

- Increase cultural competency through education, strategic partnerships, and improved awareness.

In responding to the unmet needs within the community in the health system navigation and cultural competency area, El Paso Children's Hospital will:

- Continue providing translator services in the El Paso Children's Hospital facilities.
- Continue to employ bilingual providers.
- Recognizing that there are many factors that influence cultural barriers to healthcare outside of language, El Paso Children's Hospital will strive to work with strategic community partners to learn more about existing cultural barrier issues within the community in an effort to develop targeted strategies to address disparities in this area. Specifically, El Paso Children's Hospital will look into partnering with other community organizations in developing cultural competency training.
- Look into working with the El Paso Children's Hospital Family Advisory Council to learn more about existing cultural barriers to healthcare, and develop targeted programming based on this collaboration.

# Health Needs to Be Addressed: Transportation

Health Needs to Be Addressed	
<i>Current Situation and Existing Community Initiatives</i>	<p>The ability to access health care in a physical sense represents a large barrier to care, especially for at-risk and vulnerable populations.</p> <p>Community resources include:</p> <ul style="list-style-type: none"> <li>• The City of El Paso has a city-wide transportation program (Sun Metro), and the County of El Paso has limited rural bus routes</li> <li>• Project Amistad provides transportation for Medicaid patients</li> <li>• The Living Independently Facilitated by Transportation (LIFT) program provides ADA curb-to-curb transport</li> </ul>
<i>Existing El Paso Children’s Hospital Initiatives</i>	<p>El Paso Children’s Hospital currently addresses this issue through:</p> <ul style="list-style-type: none"> <li>• Providing a limited number of taxi and bus transportation vouchers for medical care.</li> </ul>
<i>Unmet Needs</i>	<p>The lack of affordable transportation was identified as one of the biggest barriers or health concerns in El Paso County by the majority of interviewees.</p> <p>Secondary data supports this as well. Beyond the City of El Paso, there is a very limited transportation system to rural areas.</p>
<i>Strategy and Rationale</i>	<p>Access to regular primary and preventive care is integral to reducing the incidence of these health issues within the community and promoting overall improved health status. With existing resources available, El Paso Children’s Hospital is poised to make an impact in this area through working to improve transportation options.</p> <p>Strategies to address this include:</p> <ul style="list-style-type: none"> <li>• Among underserved populations, to improve access to public transportation to El Paso Children’s Hospital care location.</li> </ul>
<i>El Paso Children’s Hospital Response</i>	<p>In responding to the unmet needs within the community in the transportation and accessing provider area, El Paso Children’s Hospital will:</p> <ul style="list-style-type: none"> <li>• Enhance the initiative of offering subsidized transportation vouchers to low-income individuals and families for transportation to and from El Paso Children’s Hospital facilities. The number of vouchers utilized and the monetary contribution to this initiative will be tracked.</li> </ul>

## Source List

- ❖ *American Community Survey*
- ❖ *Annie E. Casey Foundation*
- ❖ *Behavioral Risk Factor Surveillance System*
- ❖ *Centers for Disease Control and Prevention*
- ❖ *Centers for Disease Control - Environmental Protection Agency*
- ❖ *Child Welfare Information Gateway, Texas Department of Family and Protective Services*
- ❖ *City of El Paso Department of Public Health*
- ❖ *Colonia Resident Advisory Committee*
- ❖ *Community Need Index, Dignity Health*
- ❖ *County Health Rankings*
- ❖ *Federal Bureau of Investigation*
- ❖ *Health Indicators Warehouse*
- ❖ *Health Resources and Services Administration: HPSA/MUA*
- ❖ *Healthy People 2020*
- ❖ *Kaiser Family Foundation*
- ❖ *Kids Count*
- ❖ *National Assessment of Adult Literacy*
- ❖ *National Center for Chronic Disease Prevention and Health Promotion*
- ❖ *National Center for Education Statistics*
- ❖ *National Center for Health Statistics (CDC)*
- ❖ *National Center for Hepatitis, HIV, STD and TB Prevention*
- ❖ *Office of the Texas Secretary of State*
- ❖ *Texas Department of Housing and Community Affairs*
- ❖ *Ogden CL, Carroll MD, Curtin LR, McDowell MA, Tabak CJ, Flegal KM. 2006. Prevalence of overweight and obesity in the United States, 1999-2004. Journal of the American Medical Association 288(14):1728-1732.*
- ❖ *Paso del Norte Health Foundation*
- ❖ *Small Area Health Insurance Estimates*
- ❖ *Texas Commission on Children and Youth*
- ❖ *Texas Department of State Health Services*
- ❖ *U.S. Census Bureau*
- ❖ *U.S. Bureau of Labor Statistics*
- ❖ *United States Department of Agriculture*
- ❖ *United States Department of Education, National Center for Education Statistics*
- ❖ *University of Texas Houston School of Public Health*
- ❖ *Wide-ranging Online Data for Epidemiologic Research (CDC)*
- ❖ *Youth Behavioral Risk Factor Surveillance System*