



2018

ANNUAL AND COMMUNITY BENEFIT REPORT

TABLE OF CONTENTS

PAGE 1.....	WELCOME
PAGE 2.....	BOARD OF DIRECTORS
PAGE 3.....	ADMINISTRATION
PAGE 4.....	MISSION, VISION, & HEART
PAGE 5-8.....	EL PASO CHILDREN'S HOSPITAL
PAGE 9-20.....	COMMUNITY BENEFIT



WELCOME

CINDY STOUT

Chief Executive Officer

El Paso Children's Hospital provides the highest level of pediatric care in West Texas and Southern New Mexico. Since opening on February 14, 2012 we have been able to decrease the outmigration for pediatric subspecialty and surgical care by 80%. Before opening, approximately 650 pediatric patients had to leave El Paso. Since opening we have had over 5000 NICU graduates, 300 NICU transports, 120,000 ED visits, over 3500 PICU discharges and 80,000 total pediatric visits. In addition our Southwest University Pediatric Blood and Cancer Unit has seen over 300 families, with over 2500 visits and over 32,000 infusion clinic visits, keeping families closer to home with our latest Children's Oncology Group affiliation. El Paso Children's Hospital is full of dedicated doctors and nurses committed to delivering the highest level of care possible and instituting an environment where kids, family members and hospital staff feel safe. Our Level IV NICU delivers the most acute care in the region and our devotion to safety is a key element in our accreditation granted by The Joint Commission and the College of American Pathologists. But providing the best care isn't just about having the best facility. It's about having doctors especially trained in bedside manners with children. It's about having nurses willing to read a bedtime story to an upset child. It's about drive, commitment and compassion.

We see children determined every day in the rooms of our hospital and it inspires us to keep pushing to deliver the highest level of pediatric care. The ability to heal doesn't just come from medicine, it comes from compassion. At El Paso Children's Hospital we are on a journey to continue to strive for the best care. Thank you all for your support and we look forward to decades of improving healthcare for the children of El Paso and the surrounding region.

Cindy Stout,
CEO El Paso Children's Hospital



EL PASO CHILDREN'S BOARD OF DIRECTORS



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EL PASO CHILDREN'S ADMINISTRATION



Cindy Stout
CEO and President



John Runkles
COO



Ranae Thompson
CNO



Melissa Campa
Controller/Interim CFO



MISSION, VISION, & HEART

Our Mission

The Mission of El Paso Children's Hospital is to provide compassionate, coordinated, family-centered care for children with a dedicated commitment to excellent patient outcomes, inclusive leadership and innovative pediatric research and education.

Our Vision

The Vision of El Paso Children's Hospital is to enhance the lives of children from the greater El Paso area and surrounding region by providing a place of hope and healing through unmatched excellence in pediatric patient care, research and education.

CORE VALUES:

Healing Environment:

We create a unique and nurturing environment by fostering teamwork and shared decision making through the practice of family centered care, including age appropriate comfort measures.

Excellence:

We strive for excellence in quality, service, and leadership. We continuously learn and work to improve our skills, programs, and services.

Accountability:

We are accountable to fulfill our mission of serving children and their families. Every role makes a difference.

Respect & Dignity:

We honor and value the individuality, diversity, and contributions of our patients, families, and each other.

Transparency:

We communicate by sharing and receiving information that is timely, instructive, and empowering.

Why El Paso Children's Hospital is So Unique

There are over 5,750 hospitals in the United States, but fewer than 250 specialize in pediatrics. El Paso Children's Hospital (EPCH) is one of eight members of the Children's Hospital Association of Texas (CHAT) and provides the highest level of pediatric care in West Texas. El Paso Children's Hospital is the only separately licensed free standing not-for-profit Children's Hospital providing exclusive pediatric health care.

Serving the Community

Our Level IV NICU delivers the most acute care in the region for the smallest of babies. Our certified Children's Oncology Group provides the highest level of care for those in need of cancer care. And our devotion to safety is a key element in our accreditation granted by the joint commission and the College of American a Pathologist. But providing the best care isn't just about having the best facility. It's about having doctors specially trained in bedside manner with children. It's about having staff willing to read a bedtime story to an upset child. It's about drive, commitment and compassion as we provide unrelenting care to the community of El Paso and its surrounding regions. For kids, it is best to be treated at a children's hospital where there are pediatric specialists and a kid-friendly atmosphere.

El Paso Children's Hospital elevates the quality and scope of medical care in the El Paso region by providing unmatched excellence in specialized pediatric patient care as well as research and education opportunities. El Paso Children's Hospital is advancing pediatric healthcare through our education affiliations with (among others) the Paul L. Foster School of Medicine at Texas Tech University Health Sciences Center, University Medical Center of El Paso, The University of Texas at El Paso, William Beaumont Army Medical Center, Columbia University, University of South Alabama, and El Paso Community College.

Additionally, El Paso Children's Hospital is an anchor facility of the Medical Center of the Americas campus.

As an affiliate with Texas Tech University Health Sciences Center El Paso (TTUHSC - El Paso) EPCH serves as training site for the University's medical school, and provide the majority of clinical experiences for its pediatrics residents. The relationship with TTUHSC – El Paso, ensures that patients at El Paso Children's hospital have access to the latest treatment methods and diagnostic service available from leading physicians in the field of pediatrics.

El Paso Children's Hospital also maintains an affiliation with University Medical Center. This relationship allows our patients' access to the only Level 1 Trauma Center in a 350 mile radius of the health district, collaboration with maternal services, and a wide range of access to other resources available to the health district.



El Paso Children's Hospital Pediatric Subspecialties

- emergency medicine
- rehabilitation
- imaging
- radiology
- general surgery
- neonatology
- perinatology
- cardiology
- endocrinology
- respiratory therapy
- neurodiagnostics,
- neurology
- cardiac services
- child/adolescent psychiatry
- nephrology
- anesthesiology
- neurosurgery
- orthopedic surgery
- pediatric critical care
- gastroenterology
- ophthalmology
- oral maxillofacial surgery
- craniofacial surgery
- pathology
- hematology
- oncology

Community Support

There are several non-profit agencies, local community groups and children's charities El Paso Children's Hospital interacts with each year. Our relationship with these entities is an important part of improving health outcomes for children across our region. Some of our partners, events and initiatives that our hospital participates in include:



- Children's Miracle Network
- Ronald McDonald House
- Charities
- Candlelighters
- March of Dimes
- St. Baldrick's
- Make a Wish Foundation
- Rio Grande Cancer Foundation
- Paso del Norte Health Foundation
- Child Safety Seat Clinics
- Pediatric Diabetes Conference for School Nurses and Dieticians
- Walk a Mile in Her Shoes



98,000 unique patients
More than 1 in 2 El Paso Children!



122
BEDS

Over
40

Pediatric
Subspecialists

Over
200

Credentialed
Physicians

Over
550

Employees



Inpatient Admissions

21,324

Outpatient

24,163

Emergency Dept

134,968

Trauma

17,791

Infusion Center

36,912

Inpatient Surgery

5601

Outpatient Surgery

2441

PICU

4209

NICU

5000

Hem/Onc

365 families

Transport

4189

Radiology Procedures

178,354

How we are different:

El Paso Children's Hospital is a 122 bed academic teaching hospital featuring a state-of-the-art environment entirely designed for kids, including:

- A 50 bed Level IV NICU (Neonatal Intensive Care Unit)
- A Children's Oncology Group (COG) hematology/oncology program certified by the National Cancer Institute, one of only 200 in the nation, with 24 private rooms and an 8 bay IPAP (Inpatient/Outpatient Pediatric Infusion Center) right on the floor
- 24/7 Specialists Coverage Exclusively for Children
- 24/7 Pediatric Intensivists in our Pediatric Intensive Care Unit
- 24/7 Pediatric Hospitalists in our General Pediatric Unit
- 24/7 Neonatologists in our Neonatal Intensive Care Unit
- 24/7 Attendees
- 24/7 Coverage with Board Certified Pediatric Critical Care Specialists
- 24/7 In-House Neonatologists
- 24/7 Neonatal Respiratory Therapists on Site
- 24/7 Attending and Resident Coverage
- 24/7 Dedicated Neonatal Lab
- 24/7 Respiratory Therapists
- 24/7 Dedicated Clinical Pharmacists
- A 24 bed General Pediatric/Intermediate Care Unit
- A 24 bed Pediatric Intensive Care Unit
- A dedicated Pediatric Surgery and Recovery Unit
- 4 State-of-the-Art Operating Rooms
- Language Line Interpreter
- A dedicated Pediatric Critical Care Transport Team
- A dedicated Pediatric Emergency Department staffed by Board Certified Pediatric Emergency Medicine specialists who stand ready 24/7 to care for El Paso's children.

- Child Life Department
- MedCARES Department



Awards, Accreditations and Certifications

- Joint Commission Accreditation - 2017
- NICU Level IV State Designation – 2017
- Children's Oncology Group - 2014
- American College of Radiology Accreditation (ACR) in Nuclear Medicine and MRI Scanning
- American College of Radiology Certification
- College of American Pathology Certification
- Ohio's Children's Hospital's Solutions to Patient Safety Network Participant
- Clinical Laboratory Improvement Amendments Accreditation Certification



Community Benefit



Improving Access to Healthcare Services

The physician workforce in Texas is comprised of 46,953 doctors in active patient care, as tracked by the American Medical Association's Physician Master File, the most comprehensive data source of physician numbers and distribution in the industry. The numbers in the chart below are taken from this data set. Merritt Hawkins also uses a robust subset of this number (39,200 physicians) for which detailed data is available through the AMA Master File and SK&A, one of the leading healthcare database companies in the United States, to track information on the employment status of doctors, practice affiliations, Meaningful Use, NPI ID, and related data and metrics. An Excel spread sheet tracking this data is included with this report.

Physicians in Texas represent approximately 6% of the 750,000 physicians in active patient care in the United States, while the Texas population of 26,299,463 represents 8.4% of the United States' total population of 316 million (AMA Physician Master File/U.S Census Bureau). By 2019, the population in Texas is projected to grow by 11% to 29,094,644, if recent population growth patterns remain consistent. The chart below lists Texas' current population per its 254 counties, its projected population to 2019, and its current physician population by county:"

Texas Service Area by Population, Projected Population and Current Active Physician Population.

Population 2013 Population 2019 Current Physician

Population

County

El Paso

804

1,134

41%

Hudspeth

0

0

-

Culberson

2

1

-50

Jeff Davis

1

1

0

Presidio

1

2

100%

Physician Practice Patterns/Effect on Access

The gross number of physicians practicing in a given service area is not the sole determinant of physician supply and physician access in that area. How physicians choose to practice – the types of patients they see, the number of patients they see, the hours they work, and related factors – also are important. Physician practice patterns that affect patient access are reviewed below, beginning with Medicare and Medicaid acceptance rates among Texas physicians. The charts below indicate the number of people in Texas by county eligible for Medicare or Medicaid, the Texas counties where the Medicare eligible population is at or exceeds 20%, and the Texas counties where the Medicaid eligible population is at or exceeds 20%.

County	Population 2013	Poverty %	Poverty Population
El Paso	827,718	23.3%	192,858
Hudspeth	3,318	44.10%	1,463



Charity Care:

El Paso Children's Hospital provides free "charity care" to families who don't qualify for public insurance and meet certain eligibility requirements.

Donations and Sponsorships:

El Paso Children's Hospital believes in giving back to the community it serves. Since opening I has partnered with many organizations that also help us reach our goals in providing the best pediatric care for the regions. Some of them include: March of Dimes, Make a Wish, Ronald McDonald, Candlelighters, and University of Texas at El Paso.

Education:

El Paso Children's Hospital improves the advancement of health knowledge by providing educational opportunities to families, physicians, nurses, respiratory therapists, physician therapist, occupation therapies, pharmacists and other clinical and non-clinical technicians.

El Paso Children's Hospital participates in monthly grand rounds with its academic partner Texas Tech University Health Sciences Center El Paso focusing on different pediatric issues.

El Paso Children's Hospital participates with the Texas Perinatal Association conference since 2012, Pediatric Diabetes Education training for school nurses and Down Syndrome Association. In addition El Paso Children's Hospital Transport Team, Car Seat Program and MedCARES team all provide additional training and presentations to outside organization the community at large.

Improving Health Outcomes for Kids

The founding mission of El Paso Children's Hospital was to ensure that children had access to comprehensive quality health care near their home. Pediatric population health management needs were identified and programs to address these needs were formed and continue to evolve. In order to improve health outcomes for pediatric patients, several efforts are underway to impact pediatric health in the El Paso Children's Hospital region including:

Diabetes Education

El Paso Children's Hospital in collaboration with TTUHSC – El Paso Department of Pediatric Endocrinology provide Diabetes Education to patients and families by certified diabetes educators. These licensed healthcare professionals specialize in helping diabetic patients learn how to manage their condition; instruct how to use diabetic devices, such as blood glucose monitors, insulin pens and insulin pumps; provide healthy eating options including meal planning and help patients understand how their medicines work. The Zack Bowling Diabetes Outpatient Education Services is the only ADA certified outpatient education services between Phoenix and Austin.



Respiratory Care

El Paso Children's Hospital is the only hospital in this region with a life saving device, HFJV. We have dedicated pediatric specialty Registered Pulmonary Function Therapists and Asthma Educator-Certified. We only hire Registered Respiratory Therapists and are one of two hospitals in the community to obtain the Quality Respiratory Care Recognition from the American Association of Respiratory Care.



Cranial and Facial Clinic

The Cranial and Facial Clinic at El Paso Children's Hospital in conjunction with the El Paso Cleft and Craniofacial Team is the first and only comprehensive pediatric craniofacial program in the region that provides children in the greater El Paso area access to a dedicated multidisciplinary team of physicians skilled in correcting facial, jaw, and skull abnormalities. It is no longer necessary for families to bear the burden of travelling outside of the region to access this service, and our team provides family-centered, compassionate care that you've come to expect from a dedicated children's hospital.

Level IV NICU

The Level IV NICU offers the highest level of care to the tiniest of patients. With a full range of pediatric subspecialties who provide the most advanced care with the latest technologies, our team delivers specialized care to premature babies every day. Fully staffed with highly qualified neonatologists and a multidisciplinary team of pediatric sub-specialists, our NICU is able to provide comprehensive care for high-risk newborn infants with critical illnesses and complex medical and surgical conditions. Our dedicated team is ready to provide the highest quality neonatal care 24 hours a day, 7 days a week, giving families peace of mind that their baby is receiving the highest care available.

Southwest University Pediatric Blood and Cancer Center

Cancer is scary at any age, but for our pediatric patient population, there is hope for infants through young adults who have been diagnosed with childhood cancer. El Paso Children's Hospital's team of hematology and oncology physicians works tirelessly to ensure that the latest advancements in cancer treatment and research are available to our some of our most vulnerable patients.

Some of the programs and activities to improve patient care include:

Children's Oncology Group (COG): is the largest Pediatric Oncology group in the world and provides access to clinical and biological protocols to institutions that meet their eligibility criteria. The treatment of pediatric cancer is moving very fast and the only way to provide the latest care is to participate in these protocols. Our patients have access to most of the protocols available at any other hospital in the nation. El Paso Children's Hospital is the only COG program in the region.

Cancer Survivor and Late Effects Clinic:

This program serves the needs of the growing population of cancer survivors five years from diagnosis and/or two years from treatment. These children go through surgery, chemotherapy, radiation, transfusions and are at risk of a number of medical problems. Unfortunately continuity of care is frequently lost when treatment ends or when they move on or get older. The PHO community is making an effort to identify these patients and register them in survivorship programs so these needs are identified and met. Our program makes an analysis of the treatment received and complications of treatment and makes a personalized surveillance program. Late effects are identified and addressed. Childhood Cancer Survivor Care – our team serves childhood cancer survivors through age 30.

Passport for Care (PFC):

Cancer survivors are enrolled in Passport for Care (PFC), a web-based clinical tool that provides access to treatment summary, individualized evidence- and consensus-based screening guidelines, and follow-up information to the PHO physicians and educational materials in English and Spanish to the childhood cancer survivors and/or their parents through written material and a secured web-based PFC survivor portal. The web-based portal is active and enrolled patients can access their information and educational resources online in Spanish and English.

Tumor Board:

To improve the care of our patients all newly diagnosed cancer patients are presented at our weekly tumor board with the attendance of pediatric oncologists, radiologists, pathologists, surgeons, orthopedic surgeons and other subspecialties relevant to the specific patient. Nurses, pharmacist, social workers and child life specialists are also in the attendance. The clinical presentation, physical, radiological and pathological findings are presented, staging and risk factors are discussed, relevant protocols and current literature presented, and a multidisciplinary treatment plan done.

Patient Care Conference:

Our team meets weekly with PHO physicians, clinical and research nurses, and pharmacists where all problem cases are discussed by the primary oncologist of the patient. The purpose of this meeting is to make the group aware of any issues related to the patient's care and to make changes in treatment plan as a group. We have a diverse group of physicians with different backgrounds, trainings, experiences and strengths and this is a great format that gives us the opportunity to share our thoughts and the patient the benefit of five expert opinions.

Hematology Rounds:

To improve the care of our hematology patients we have a monthly meeting with our PHO physicians, pathologists, pharmacists and nurses to present difficult or complex hematology cases and to review the relevant literature in order to make treatment plans.

Psychosocial Conference:

This weekly conference is attended by a multidisciplinary group comprised of a Pediatric Oncologist, social workers, child life specialists, nurses, nutritionist and support groups to address the psychosocial issues of our patients.

MedCARES

Our mission at the Center for prevention of child abuse, MedCARES at El Paso Children's Hospital is to provide the timely and accurate medical assessments of children who are suspected victims of abuse or neglect. In doing so, we ensure better decisions are made for the protection of that child. Our goal is to reduce the harm and discomfort to children and their families. The MedCARES Clinic is designed to improve child abuse investigations and protective services by providing comprehensive services and simultaneously reducing stress on children and their families. We work in collaboration with child protective services (CPS) and Law Enforcement to ensure the safety of the child.

MedCARES Continued

In an effort to better serve the children of El Paso, Texas and the surrounding areas, the MedCARES Clinic has a Doctor of Nursing Practice, Pediatric Nurse Practitioner on staff to provide a comprehensive medical evaluation for child abuse and neglect patients. The MedCARES Clinic team also includes a RN CA-CP SANE, Licensed Masters Social Worker, Licensed Clinical Social Worker, and Child Life Specialist. In cases where abuse and neglect are not found, the MedCARES Clinic will provide referrals and resources for families at risk or in need.

The MedCARES Clinic offers the following services:

Outpatient Services:

- Non-acute sexual assault exams*
- Follow-up acute sexual assault exams**
- Forensic photographs
- Suspected child abuse or neglect medical assessment
- Follow-up non-accidental trauma
- Period of Purple Crying
- Crisis Intervention
- Short-term counseling
- Child-Abuse Prevention training

Inpatient Services:

- Non-accidental trauma
- Child Abuse Medical Assessment
- Forensic photographs
- Crisis Intervention
- Period of Purple Crying
- Crime Victims Compensation
- Psycho/Social assessment and Therapy
- Child Abuse Prevention training

It is important to remember that suspected child abuse or neglect should be reported to CPS and if warranted, Law Enforcement. Please consult the MedCARES Clinic for services.

Art Therapy

Patients can receive individual or group therapeutic art sessions conducted by certified arts instructor. This program offers opportunities for alternative expressive outlet, as well as fosters socialization with patients of varying diagnosis and age during the hospital stay.



Volunteer Program

El Paso Children's Hospital Volunteer Services Department provides support to the entire organization and hospital community. Volunteers serve in a variety of roles, all of which are instrumental in delivering quality care and services to the patients and families that El Paso Children's Hospital serves.

Our goal is to match volunteers with identified opportunities which serve our patients and families and provide volunteers with a meaningful experience.

Child Life Program

Our goal at El Paso Children's Hospital is to make hospitalization a positive and less stressful experience-so children can be children. Our hospital features an innovative floor plan that includes a playroom on each floor.

For parents/caregivers:

The Child Life Services focuses on the psychosocial, emotional, and developmental needs of children and the impact that illness, injury, and hospitalization can have on patients and families.

If you know your child will need special support while in the hospital, or if you are trying to find the best way to explain to your child or his/her siblings why your child is in the hospital, we can help.

We have many suggestions for how to make your child's hospitalization more comfortable for them, and less stressful for you. Patients and their families are our number one priority.

Technology Just for Kids:

NicView Webcams for Level IV NICU - The Nicview Webcam System is offered as part of our commitment to providing patient- and family-centered care to you. With Nicview, you see your newborn in the NICU from a computer or mobile device via a webcam. So when you need to be away from your baby, no matter where you are, you can see your child in real time (during scheduled periods) via an Internet connection. Webcams are cameras mounted above the isolette creating a virtual window to your baby. Whether you need to be away for a night, a family member lives far away, or your neighbor wants to see the newest addition to your family, it's now possible for all to view the baby.

MRI Goggles - help us provide distraction for children to avoid additional use of sedatives – children are able to watch movies through a headset and a microphone command that enables communication between the patient and a tech. The headsets are built with a noise cancellation system that blocks out the machine noise. The goggles, which cost \$49,000 were a gift from the Children's Miracle Network.

Language Video Interpreter - The combination of InSight video interpreting and the Interpreter on Wheels™ device has been a valuable asset to our staff and our limited-English-proficient patients. Connecting to an interpreter in just seconds, at the touch of a button, provides excellent customer service. Our care has been enhanced with improved face-to-face communication in challenging medical encounters that benefit from visual cues and facial expressions.

GetWellNetwork - Transforms the care experience for patients and their families, improving outcomes across the care continuum using a web-based tool. This will enable staff interaction with patients by ordering education, sending messages, and viewing the patient's viewing progress.

Image Gently Alliance - Utilizing advanced Ultrasound technology to detect diagnoses without exposing children to unnecessary radiation



Action Plan

From May-June 2017, focus groups were held to better understand their perception of programs that were already adopted, and better understand what pediatric health concerns still needed to be addressed. We interviewed the following:

- Community Pediatricians
- PICU Nurses
- EPCH Neonatology
- NICU Nurses
- EPCH Intensivists
- General Pediatrics Nurses
- EPCH Hospitalists
- Hem/Onc Nurses
- EPCH ED Physicians
- ED Nurses
- TTUHSC - EP Pediatric Specialists
- Radiology technicians
- TTUHSC - EP Surgeons
- Respiratory Therapists
- EPCH Board of Directors

The information gathered as a result of these focus groups helped the hospital team identify and prioritize the following strategic imperatives that will lead us through the next few years of growth.

Outreach

- Provide education about our hospital programs to community physicians, parents and other stakeholders
- Improve direct admission process and communication back to physician offices
- Connect pediatric specialists with community physicians to improve patient outcomes
- **Program Development**
- Continue to recruit pediatric subspecialists to the region
- Grow service lines based on the growing pediatric population

Community Engagement

- Increase partnerships with regional school districts
- Collaborative opportunities with school nurses, teacher associations and athletic departments
- Parent forums regarding pediatric health disparities
- Worksite Wellness program development

Access to Care

- Work with hospital case management to ensure that children who need specialized care have access to health insurance
- Establish a pediatric medical home
- Collaborate with city transportation system to improve health outcomes for low income high risk pediatric patients by providing them transportation to and from scheduled appointments
- Increase collaboration with border health initiatives related to women's and children's health





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