

# **FY 2020 – 2022 Community Health Implementation Strategy**

**Seton Medical Center Harker Heights – A  
Joint Venture between Ascension Texas and  
LHP/HH Killeen, LLC**

Prepared by Ascension Texas in collaboration with Seton Medical Center Harker Heights. Formally adopted by the Seton Medical Center Harker Heights Board of Directors on October 22, 2019.

## Seton Medical Center Harker Heights Implementation Strategy

### Implementation Strategy Narrative

#### Overview

Ascension Texas, formerly known as Seton Healthcare Family, a 501(c)(3) nonprofit organization, and an affiliate of Ascension Seton and Ascension Health, is a minority owner of Seton Medical Center Harker Heights. These organizations collaborated to prepare this joint Implementation Strategy. For the purpose of this Implementation Strategy, “Ascension Texas” refers to both Ascension Texas and Ascension Seton. Ascension Texas has a long-standing history of serving Central Texas, not only as a health care provider, but as a leader and advocate for improving the health of the population as a whole.

#### *Ascension’s Mission*

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

Ascension Texas extends its mission to provide the best care possible through this joint venture at Seton Medical Center Harker Heights to help deliver outstanding healthcare in the communities served. Seton Medical Center Harker Heights is an 83-bed acute care hospital in Harker Heights, Texas offering an array of services such as cardiology, emergency services and a Level IV Trauma Designated Emergency Room, general surgery, orthopedic surgery, total joint replacement, gastroenterology, a dedicated Women’s Center and diagnostic services. Seton Medical Center Harker Heights is Joint Commission Accredited, an Accredited Chest Pain Center, and Advanced Primary Stroke Center.

Ascension Texas has developed 17 Community Health Implementation Strategies, one for each of its hospitals and joint venture facilities. Each plan identifies the action the hospital, with the support of the Ascension Texas network, plans to take to address the prioritized needs identified in the Community Health Needs Assessment (CHNA) of its region.

The various actions included in the Implementation Strategy are not intended to be exhaustive or inclusive of every single Ascension Texas strategy, initiative or program. Instead, the plan highlights the most significant actions that each hospital has undertaken to address the health needs prioritized in the CHNA, including those strategies that are expected to make the most significant impact on the delivery of health care in the region for the poor and vulnerable.

This Implementation Strategy addresses the health care needs identified by the [Bell County CHNA](#). Seton Medical Center Harker Heights is in Bell County.

#### Needs That Will Be Addressed

The health needs identified in the Bell County CHNA are inequitable health care access, mental health, chronic disease, and coordination of care. This implementation strategy will address chronic disease, and coordination of care.

## Needs That Will Not Be Addressed

This Implementation Strategy will not directly address mental health or inequitable access to care. Ascension Texas partners will be addressing mental health in their Implementation Strategies by creating a behavioral health consortium to identify specific needs of each hospital and implementing best practices. At this time Seton Medical Center Harker Heights will not participate in the consortium, however they may be able to adopt some best practices from this strategy in the future. The strategies outlined for chronic disease and coordination of care also address inequitable access to care through the elimination of cost barriers and the work of community collaborations to improve coordination within the healthcare system in Bell County.

## Summary of Implementation Strategy

### Need: Chronic Disease

**Strategy:** Provide free and reduced cost chronic disease care through the Greater Killeen Community Clinic.

- The Greater Killeen Community Clinic offers free and low-cost healthcare in the community. The clinic offers acute care and a specialty chronic care clinic.
- Clinic services are available to adults and children who have no health insurance, are low income, and are not eligible for another government sponsored health insurance, Veterans Administration services, or the county indigent program.
- The chronic care clinic provides treatment and other services for diabetes, hypertension, chronic heart disease, thyroid disease, asthma and chronic obstructive pulmonary disease.
- Patients enrolled in the chronic disease program also attend disease management and education classes as a part of their treatment.

### Resources and Collaboration:

- Seton Medical Center Harker Heights provides funding for a social worker, nurse, and nurse practitioner at the Greater Killeen Community Clinic.
- The Greater Killeen Community Clinic is a partnership between Seton Medical Center Harker Heights, AdventHealth Central Texas, Baylor Scott and White, and Bell County.

### Anticipated Impact:

- Provide care to 1,000 low income, uninsured individuals annually.
- Enroll 350 low income individuals in the chronic disease program annually.

### Need: Coordination of Care

**Strategy:** Participate in a local health planning effort to improve the coordination of care across the health system.

- Fort Hood Regional Health Planning Organization (FHRHPO) is a partnership of regional healthcare providers who work together to improve healthcare coordination efforts.
- Because of the presence of Fort Hood, a large military base, the community of Bell County has unique healthcare coordination challenges. In order to address some of the challenges of the hospitals in the region and in order to best serve the residents of the area, leaders from Metroplex Hospital (now AdventHealth Central Texas), the Carl R. Darnall Army Medical Center on base at Fort Hood, and Seton Medical Center Harker Heights formed the health planning organization in 2017.

**Resources and Collaboration:**

- Seton Medical Center Harker Heights sends staff to monthly planning meetings for the FHRHPO.
- The FHRHPO is a partnership between AdventHealth Central Texas, the Carl R. Darnall Army Medical Center at Fort Hood, Baylor Scott and White, Cedar Crest Hospital, Coryell Memorial Hospital, the Veteran’s Administration in Temple, and Seton Medical Center Harker Heights.

**Anticipated Impact:**

- Seton Medical Center Harker Heights staff attends 10 planning meetings annually.

## Prioritized Need #1: Chronic Disease

**GOAL:** Improve the health of low-income individuals with chronic disease

### Action Plan

<b>STRATEGY 1:</b> Provide free and reduced cost chronic disease care through the Greater Killeen Community Clinic.		
<b>BACKGROUND INFORMATION:</b>		
<ul style="list-style-type: none"> <li>• The Greater Killeen Community Clinic offers free and low-cost healthcare in the community. The clinic offers acute care and a specialty chronic care clinic.</li> <li>• Clinic services are available to adults and children who have no health insurance, are low income, and are not eligible for another government sponsored health insurance, Veterans Administration services, or the county indigent program.</li> <li>• The chronic care clinic provides treatment and other services for diabetes, hypertension, chronic heart disease, thyroid disease, asthma and Chronic Obstructive Pulmonary Disease.</li> <li>• Patients enrolled in the chronic disease program also attend disease management and education classes as a part of their treatment.</li> </ul>		
<b>RESOURCES:</b>		
<ul style="list-style-type: none"> <li>• Seton Medical Center Harker Heights provides funding for a social worker, nurse, and nurse practitioner at the Greater Killeen Community Clinic.</li> </ul>		
<b>COLLABORATION:</b>		
<ul style="list-style-type: none"> <li>• The Greater Killeen Community Clinic is a partnership between Seton Medical Center Harker Heights, AdventHealth Central Texas, Baylor Scott and White, and Bell County.</li> </ul>		
<b>ACTIONS:</b>		
<ol style="list-style-type: none"> <li>1. Provide healthcare services.</li> <li>2. Provide chronic disease treatment.</li> </ol>		
<b>ANTICIPATED IMPACT:</b>		
<ol style="list-style-type: none"> <li>I. Provide care to 1,000 low income, uninsured individuals annually.</li> <li>II. Enroll 350 low income individuals in the chronic disease program annually.</li> </ol>		

### Alignment with State & National Priorities

<b>OBJECTIVE:</b>	<b>STATE PLAN:</b>	<b>HEALTHY PEOPLE 2020:</b>
I	Department of State Health Services Strategic Plan: Goal 1: Improve health through prevention and population-health strategies.	Healthy People 2020 HRQOL/WB-1 Increase the proportion of adults who self-report good or better health.

## Prioritized Need #2: Coordination of Care

**GOAL:** Work with healthcare partners in the community to better coordinate healthcare services

### Action Plan

<p><b>STRATEGY 1:</b> Participate in a local health planning effort to improve the coordination of care across the health system.</p>
<p><b>BACKGROUND INFORMATION:</b></p> <ul style="list-style-type: none"> <li>Fort Hood Regional Health Planning Organization (FHRHPO) is a partnership of regional healthcare providers who work together to improve healthcare coordination efforts.</li> <li>Because of the presence of Fort Hood, a large military base, the community of Bell County has unique healthcare coordination challenges. In order to address some of the challenges of the hospitals in the region and in order to best serve the residents of the area, leaders from Metroplex Hospital (now AdventHealth Central Texas), the Carl R. Darnall Army Medical Center on base at Fort Hood, and Seton Medical Center Harker Heights formed the health planning organization in 2017.</li> </ul>
<p><b>RESOURCES:</b></p> <ul style="list-style-type: none"> <li>Seton Medical Center Harker Heights sends staff to monthly planning meetings for the FHRHPO.</li> </ul>
<p><b>COLLABORATION:</b></p> <ul style="list-style-type: none"> <li>The FHRHPO is a partnership between AdventHealth Central Texas, the Carl R. Darnall Army Medical Center at Fort Hood, Baylor Scott and White, Cedar Crest Hospital, Coryell Memorial Hospital, the Veteran’s Administration in Temple, and Seton Medical Center Harker Heights.</li> </ul>
<p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li>Staff from Seton Medical Center Harker Heights will attend monthly planning meetings.</li> <li>As a part of the FHRHPO identify and plan for health coordination challenges in the region.</li> </ol>
<p><b>ANTICIPATED IMPACT:</b></p> <ol style="list-style-type: none"> <li>Seton Medical Center Harker Heights staff attends 10 planning meetings annually.</li> </ol>

### Alignment with State & National Priorities

OBJECTIVE:	STATE PLAN:	HEALTHY PEOPLE 2020:
I	Department of State Health Services Strategic Plan: Goal 1: Improve health through prevention and population-health strategies.	Healthy People 2020 AHS-6 Reduce the number of proportion of person who are unable to obtain or delay in obtaining necessary medical care.