



**CHRISTUS[®]
DUBUIS**

Hospital of Paris

Community Health Improvement Plan

2017-2019

About Texas Health Institute:

Texas Health Institute (THI) is a nonpartisan, nonprofit organization whose mission is to improve the health of Texans and their communities. Based in Austin, Texas, THI has operated at the forefront of public health and health policy in the state for over 50 years, serving as a trusted, leading voice on issues of health care access, health equity, workforce development, planning, and evaluation. Core and central to THI's approach is engaging communities in participatory, collaborative approaches to improving population health, bringing together the wisdom embedded within communities with insights, innovations, and guidance from leaders across the state and nation.



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MISSION FOR IMPLEMENTATION

CHRISTUS Dubuis Hospital of Paris is a part of the CHRISTUS Dubuis Health System, a non-profit long term acute care hospital (LTACH) system operated by CHRISTUS Health, providing care to patients who require acute hospitalization over an extended period of time. CHRISTUS Dubuis Hospital of Paris dedicated staff provide specialty care that is tailored to the individual needs of every patient, aiming to deliver high-quality services with excellent clinical outcomes. CHRISTUS Health is a Catholic health system formed in 1999 to strengthen the faith-based health care ministries of the Congregations of the Sisters of the Incarnate Word of Houston and San Antonio that began in 1866. Today, CHRISTUS Health operates 25 acute care hospitals and 92 clinics across Texas, Louisiana, and New Mexico, and 12 international hospitals in Mexico and Chile. In addition, the CHRISTUS Dubuis Health System owns or manages eight long term acute care hospitals across the southern and midwestern United States.

As part of its mission “to extend the healing ministry of Jesus Christ,” CHRISTUS Dubuis Hospital of Paris strives to be “a leader, a partner, and an advocate in the creation of innovative health and wellness solutions that improve the lives of individuals and communities so that all may experience God’s healing presence and love.” In alignment with these values, all CHRISTUS Health hospitals work closely with the local community to ensure regional health needs are identified and incorporated into system-wide planning and strategy. To this end, CHRISTUS Health commissioned Texas Health Institute (THI) to produce the 2017-2019 Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP) for CHRISTUS Dubuis Hospital of Paris

To produce the CHNA, CHRISTUS Dubuis Hospital of Paris and THI analyzed data for over 40 different health indicators, spanning demographics, socioeconomic factors, health behaviors, clinical care, and health outcomes. The needs assessment process culminated in the 2017-2019 CHRISTUS Dubuis Hospital of Paris Community Health Needs Assessment (CHNA) Report, finalized in July 2016 (see separate document). Report findings synthesize data from publicly available sources, internal hospital data, and input from those with close knowledge of the local public health and health care landscape to present a comprehensive overview of unmet health needs in the region. Through an iterative process of analysis, stakeholder debriefing, and refinement, the collection of indicators presented for initial review was distilled into a final list of five priority health needs requiring a targeted community response in the coming triennium.

The CHIP presented in this document fulfills [federal IRS 990H requirements](#) for 501(c)(3) non-profit hospitals’ community benefit requirements and will be made available to the public. The CHIP builds upon the CHNA findings by detailing how CHRISTUS Dubuis Hospital of Paris intends to engage

partner organizations and other local resources to respond to the priority health needs identified in the CHNA. It identifies a clear set of goals and actions to monitor progress. Specific community assets are inventoried and linked to any needs they may be able to address, a step toward fostering the collaboration and accountability necessary to ensure goals enumerated within the CHIP are pursued with the community's full available capacity.

TARGET AREA/POPULATION

CHRISTUS Dubuis Hospital of Paris' 25-bed facility opened in 2002, primarily serving residents of Lamar County, Texas with an extended service area encompassing northeast Texas and southeast Oklahoma. The service area is home to a total population of 49,704 residents. Half of Lamar County residents live in close proximity to the core metropolitan area of Paris, Texas, while the remaining half live in the rural surrounding areas. Approximately 60% of persons living in Lamar County are working-age adults (age 18-64), but the share of adults older than age 65 in the region (17.6%) has increased in recent years and represents the region's fastest growing demographic segment. The unique health challenges associated with the aging population were repeatedly explored during community stakeholder discussions and may be embedded in many of the planned responses to health needs outlined in this CHIP.

CHRISTUS Dubuis Hospital of Paris serves a socially and economically diverse population. A majority of service area residents are white, while Hispanic/Latino individuals comprise about 7% of the area's population, and about 13% of individuals are Black/African-American. Other racial/ethnic minority groups comprise fractions less than one percent of the total population. Nearly 4 in 10 service area residents earn incomes at or below 200% of Federal Poverty Level, and over 4% of residents are unemployed. Thirty-eight percent of residents have experienced food insecurity within the last year, and nearly two-thirds have limited or no access to healthy food outlets.

With a lengthy history of serving poor and at-risk populations in the region, CHRISTUS Dubuis Hospital of Paris remains committed to planning proactively for the needs of those who may be medically vulnerable. Race/ethnicity, income, employment, and education are known to predict health risk and health outcomes, ultimately contributing to disparities in well-being across lines of social and economic opportunity. CHRISTUS Dubuis Hospital of Paris' CHIP for the upcoming triennium reflects the organization's ongoing pursuit of regional health equity, promoting conditions that allow every person to attain the highest possible standard of health. While health equity and opportunity is not an explicit health need presented in this CHIP, actions aligned with driving health equity improvements are embedded throughout the plan. These may include diversity in recruitment and hiring of personnel, monitoring of cultural and linguistic competence across different aspects of the

clinical experience, pursuit of cross-sector partnerships with trusted community groups serving diverse populations, and outreach efforts targeted at harder-to-reach groups that may be chronically disengaged from health care resources.

COMMUNITY HEALTH PRIORITIES

CHRISTUS Dubuis Hospital of Paris reviewed a draft CHNA report in June 2016. A committee of experts comprised of both hospital staff and external community health partners was tasked with reviewing the findings and distilling a broad list of ten indicators into a list of five priority health needs for targeted, near-term action.

The committee considered a number of criteria in distilling top priorities, including magnitude and severity of each problem, the hospital's organizational capacity to address the problem, impact of the problem on vulnerable populations, existing resources already addressing the problem, and potential risk associated with delaying intervention on the problem. Input provided by key informants, focus group participants, and other community stakeholders was also heavily considered, especially for priority areas where secondary data are less available. The committee's final list of five priority needs is presented in rank order in the table below. This priority list of health needs lays the foundation for CHRISTUS Dubuis Hospital of Paris to remain an active, informed partner in population health in the region for years to come.

Rank	Health Need
1	Access to primary care
2	Unhealthy behaviors
3	Access to mental health providers and services
4	Preventable hospitalizations
5	Aging Population
6	Unemployment

SELECTED IMPLEMENTATION STRATEGY

Presented in this section are a series of implementation strategies containing the detailed goals and actions CHRISTUS Dubuis Hospital of Paris will undertake in the coming three year period to respond

to each priority health need listed above. A priority strategy statement describes each objective and introduces major actions that will be pursued to deliver improvements. Major actions are presented with sub-actions identifying specific partners and resources to be engaged in the improvement effort. Actions and sub-actions are linked with anticipated outcomes, which present a vision of how the status of each health need will change when the actions are completed.

ACCESS TO CARE IMPROVEMENT STRATEGY

CHRISTUS Dubuis Hospital of Paris will enhance access to primary care in the service area by supporting initiatives that strengthen and expand the existing workforce.

Major Goal(s)	Sub-actions
<p>Develop and sustain new professionals joining the healthcare workforce in Lamar County</p>	<p>1. CHRISTUS Dubuis Hospital of Paris will continue to sponsor student clinical education opportunities in partnership with Paris Junior College and Kiamichi Vocational Institute.</p> <p><i>Anticipated Outcome:</i> An influx of new providers, especially nursing professionals, into the local health workforce will narrow gaps in provider shortages in the region, enhancing the system’s capacity to care for a larger volume of local residents with primary care needs. People entering the health workforce will be equipped with the skills necessary to meet the needs of the local population.</p>
<p>Enhance capacity to serve high-risk or medically vulnerable patients</p>	<p>1. Maintain a continued volunteer presence in community health care settings such as Good Samaritan Clinic.</p> <p>2. Continue volunteering fundraising partnership with United Way of Lamar County to develop new health care programs and services in the region.</p> <p>3. Update patient information brochure listing local community health care services.</p> <p><i>Anticipated Outcome:</i> Positioning staff in volunteer roles with partners agencies (both direct service and administrative) can extend CHRISTUS Dubuis Hospital of Paris’ reach in the community. Contributing valuable staff time and resources will maximize community partners’ ability to accomplish mutual health-related goals.</p>

UNHEALTHY BEHAVIOR IMPROVEMENT STRATEGY

CHRISTUS Dubuis Hospital of Paris will support the development and distribution of healthy living resources in the service region, with targeted outreach to vulnerable and hard-to-reach populations.

Major Goal(s)	Sub-actions
<p>Convene community-based events to encourage healthy/active living</p>	<ol style="list-style-type: none"> 1. In conjunction with Paris Regional Medical Center Wellness Works program, host community health fairs providing support and resources for smoking cessation, substance use, and obesity education. 2. Continue participating in monthly “Walk with a Doc” events to encourage a physically active lifestyle. <p>Anticipated Outcome: Delivering community education and offering resource linkages will increase meaningful opportunities for local residents to pursue and sustain healthy lifestyle changes.</p>

PREVENTABLE HOSPITAL STAYS REDUCTION STRATEGY

CHRISTUS Dubuis Hospital of Paris will improve accessibility of health education and screening resources to reduce the rate of preventable hospitalizations in the service area.

Major Goal(s)	Sub-actions
<p>Host educational opportunities for high-risk, chronically ill populations with potential to experience a preventable hospital event</p>	<ol style="list-style-type: none"> 1. Pursue launch of the Better Breathers Club to promote treatment plan compliance in patients with respiratory conditions, the lead underlying reason for local hospital readmission. 2. Remain the primary sponsor of Lunch And Learn events hosted at First Christian Church. Each lunch features a local physician speaking and educating attendees on chronic disease management, such as congestive heart failure, heart disease, respiratory conditions, diabetes, and more. <p>Anticipated Outcome: Heightened awareness of risk for common chronic diseases, accessible educational opportunities, and disease self-management support will reduce downstream incidence of preventable hospitalizations among at-risk groups.</p>

INCREASING ACCESS TO MENTAL HEALTH SERVICES STRATEGY

CHRISTUS Dubuis Hospital of Paris will make appropriate referrals and deliver in-kind basic needs support for local residents receiving counseling and mental/behavioral health services from the local mental health authority.

Major Goal(s)	Sub-actions
<p>Sustain efficient referral relationships and resource exchange with local mental health authorities for patients requiring mental health services</p>	<ol style="list-style-type: none"> 1. CHRISTUS Dubuis Hospital of Paris will arrange periodic donations of medical supplies, clothing, personal care items, etc. to local mental health agencies. People with serious mental illness or intellectual/developmental disabilities oftene earn low incomes and may benefit from assistance with certain basic needs. 2. Continue to provide mental/behavioral health referrals and education to patients and families when the need for mental health services arises. <p><i>Anticipated Outcome:</i> Patients' mental health outcomes will improve when they obtain appropriate information about available mental health resources in the area, and receive timely referrals to a medically appropriate and accessible source of care. Supplying in-kind donations of basic needs supplies in mental/behavioral health settings will increase visibility, assuring the community that CHRISTUS Dubuis Hospital of Paris is an active, engaged partner in promoting good mental and behavioral health.</p>

AGING POPULATION STRATEGY

CHRISTUS Dubuis Hospital of Paris will contribute to community efforts to educate and empower older adults, giving them tools they need to attain a high standard of living.

Major Goal(s)	Sub-actions
<p>Link the region's growing population of older adults with resources and services that can enhance their quality of life.</p>	<ol style="list-style-type: none"> 1. Remain a co-sponsor of senior information fairs with Ark-La-Tex Area Agency on Aging, providing education on health care and housing to older adults in the region. Continue to provide blood pressure and glucometer checks at the fairs, and furnish door prizes for attendees. 2. Continue hosting collection drives for clothing, socks, and toiletries to be donated to local nursing facilities and other

	<p>agencies serving older adults in need.</p> <p>Anticipated Outcome: CHRISTUS Dubuis Hospital of Paris expects that sustaining community-based outreach efforts will help local seniors learn about the breadth of supports available to them, while encouraging them to self-monitor potential signs of health risk. Collecting and donating clothing and personal hygiene items will improve the standard of living for older adults who may have trouble meeting their basic needs.</p>
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UNEMPLOYMENT REDUCTION STRATEGY

Recognizing that poverty strongly influences health status, CHRISTUS Dubuis Hospital of Paris will serve as a connecting entity between patients with financial challenges and economic opportunities in the community.

Major Goal(s)	Sub-actions
<p>Deliver effective referrals to employment and financial resources for patients in challenging economic circumstances.</p>	<ol style="list-style-type: none"> 1. Engage with patients and families to identify economic difficulties that may be impacting health and quality of life, and offer referrals as appropriate. 2. Maintain efficient referral relationships with the following entities: Texas Workforce Commission, Meals on Wheels, Salvation Army, Texas Department on Aging, and Texas Department of Assistive/Rehabilitative Services. <p>Anticipated Outcome: Hospital patients and their family members in need of employment opportunities or financial assistance will receive support in addressing this need through efficient referrals to the appropriate entities.</p>

COMMUNITY NEEDS THAT CANNOT BE ADDRESSED

In an effort to maximize any resources available for the priority areas listed above, leaders and staff at CHRISTUS Dubuis Hospital of Paris determined that the following issues would not be explicitly included in their CHIP:

- Suicide/mental illness
- Heart disease
- Lung cancer
- Food insecurity

In distilling the list of ten data-based priorities into a final list of six, needs prioritization committee members generally favored priorities that were prevention focused (e.g., access to care, unhealthy behaviors), and de-emphasized priorities that were outcomes based (e.g., lung cancer, suicide/mental illness, heart disease). When asked to justify the prioritization choices they made, many remarked that changes to upstream behaviors or systemic barriers could lead to downstream reductions in a number of poor health outcomes, not just those appearing on the priority list. Given the affordability concerns raised in the group, emphasizing preventive measures also aligned with the goal to contain costs and reduce the need for hospital services wherever possible.

While the needs prioritization committee stressed that these needs remain pressing, they were not ranked high enough for inclusion in the final priority list because committee members either (a) did not feel CHRISTUS Dubuis Hospital of Paris was optimally positioned to address the need in an impactful way, (b) perceived a relative abundance of capacity and resources already being directed at the need, or (c) favored the comparative value of pursuing prevention-focused efforts aimed at risky behaviors or systemic barriers, rather than intervening on particular health outcomes.