

# 2019-2022 Community Health Implementation Plan

CHRISTUS Health Shreveport-Bossier

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## Mission for Implementation

CHRISTUS Health Shreveport-Bossier is a Catholic, nonprofit system owned and operated by CHRISTUS Health, headquartered in Irving, Texas. Founded on the mission “to extend the healing ministry of Jesus Christ,” CHRISTUS Health’s vision is to be a leader, a partner, and an advocate in creating innovative health and wellness solutions that improve the lives of individuals and communities so that all may experience God’s healing presence and love.

As part of their mission and to meet [federal IRS 990H requirements](#), CHRISTUS Health Shreveport-Bossier contracted with the Louisiana Public Health Institute (LPHI) to conduct and document the community health needs assessment (CHNA) and community health implementation plan (CHIP) reports, which is required every three years.<sup>1</sup> LPHI worked with CHRISTUS Health Shreveport-Bossier using a mixed methods approach to conduct the CHNA approved by the board April 2019 (see separate document). Data for this nine-parish footprint was compiled from local and national sources including indicators for demographics, socioeconomic factors, access to care, health outcomes, and other health factors. LPHI conducted a focus group, multiple interviews, and a validation meeting to gather input from the persons who represent the broad interests of the community served by the hospital facilities. Through an iterative process, three priorities were chosen based on the CHNA process requiring a targeted response input, which is detailed in this implementation plan. IRS regulations define the implementation strategy as “a written plan that, with respect to each significant health need identified through the CHNA, either: (1) describes how the hospital facility plans to meet the health need, or (2) identifies the health need as one the hospital facility does not intend to address and explains why the hospital facility does not intend to address the health need.”<sup>2</sup>

This report is the companion piece to the 2019 Community Health Needs Assessment and serves as the 2019 Community Health Implementation Plan. The CHIP builds upon the CHNA findings by detailing how CHRISTUS Health Shreveport-Bossier intends to engage partner organizations and other local resources to respond to the priority health needs identified in the CHNA. This report identifies a clear set of strategies, actions, and interim benchmarks to monitor progress.<sup>3</sup>

## Target Area/ Population

The geographic region of focus remains reflective of that described in the CHNA. Given that CHRISTUS Health Shreveport-Bossier serves patients primarily in the following nine parishes, it made the most sense to define the community assessed in this report by the same region (see more details in CHNA document). CHRISTUS Highland Medical Center is the main campus located in the City of Shreveport, Louisiana. The majority of Shreveport lies in Caddo Parish, extending along the Red River into neighboring Bossier Parish.

CHRISTUS Health Shreveport-Bossier Parishes				
Bossier	Caddo	Claiborne	De Soto	Lincoln
	Natchitoches	Sabine	Webster	Winn



<sup>1</sup> All statements and opinions herein were expressed by key informants and focus group participants and do not necessarily represent the viewpoints and opinions of LPHI or its contractors.

<sup>2</sup> [https://lphi.sharepoint.com/Shared%20Services/s/e/CHRISTUS%20CHNA%20%20CHIP/2015cha\\_assesmentguide\\_edition2.pdf?CT=1563221225245&OR=ItemsView](https://lphi.sharepoint.com/Shared%20Services/s/e/CHRISTUS%20CHNA%20%20CHIP/2015cha_assesmentguide_edition2.pdf?CT=1563221225245&OR=ItemsView)

<sup>3</sup> Hospital organizations use Form 990, Schedule H, Hospitals, to provide information on the activities and community benefit provided by its hospital facilities and other non-hospital health care facilities, which is separate from this report.

## Community Health Priorities

A validation meeting, facilitated by LPHI in January 2019, provided over 40 facility staff and community partners an overview of the community's major concerns from the quantitative and qualitative findings described in the 2019 Community Health Needs Assessment (see separate document). Major concerns included those that were (1) substantiated through the quantitative analysis and/or (2) brought up at least three times during interviews and focus group. These specific concerns fell into eight priority areas. Participants then validated and ranked health priorities in the region using polling software at the validation meeting. The ranking results are listed below:

1. Access to care
2. Mental and behavioral health
3. Chronic disease and conditions
4. Social determinants of health
5. Infant death and low birth weight
6. Human trafficking
7. Cancer
8. Sexually transmitted infections

CHRISTUS Health Shreveport-Bossier leadership and the CHNA advisory committee used the information presented at the validation meeting, along with the ranking conducted by participants, to determine three focal priorities the ministry will address over the next three years through the 2019 Community Health Implementation Plan (CHIP). To maximize and leverage resources, community benefit efforts will focus on the following three priorities:

2019-2022 Priorities		
Access to Care	Child Safety & Wellbeing	Disease Prevention & Management - Cardiovasuclar Health - Cancer

## Selected Implementation Strategy

Presented in this section is a summary of the implementation strategies and actions CHRISTUS Health Shreveport-Bossier will undertake in the upcoming three-year period to respond to the three priority health issues of:

- Access to Care
- Child Safety & Wellbeing
- Disease Prevention & Management (focusing on cardiovascular health and cancer)

Below are the details of the implementation plan addressing each of these health needs. 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 implementation 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 Strategy	
<p>Improve primary care access for the uninsured and underinsured through the exploration, expansion, and promotion of community-based health care delivery in the CHRISTUS Health Northern Louisiana region.</p>	
Major Actions	Sub-actions
<p>Expand the CHRISTUS Shreveport-Bossier Equity of Care Program</p>	<ol style="list-style-type: none"> <li>1. Provide coordinated care management and navigation programs for the uninsured to increase access to health care services for those with chronic conditions and those without access to regular primary health care services</li> <li>2. Provide coordinated care management, referral, and navigation program for uninsured and Medicaid patients who present to the ED primarily for hypertension and diabetes related concerns</li> <li>3. Work with safety net health providers to whom referrals have been made to track patient outcomes</li> <li>4. Conduct social determinants assessment for health barriers for individual patients who are Medicaid, uninsured, or under-insured and refer them to community resources as needed</li> <li>5. Research and disseminate resources for the uninsured and underinsured patients.</li> </ol> <p><b>Anticipated outcomes:</b> Vulnerable patient populations will establish a primary care medical home. Health barriers and solutions will be identified for vulnerable populations wherever possible.</p>
<p>Increase access to primary care and specialists to better meet the needs of the Shreveport-Bossier area</p>	<ol style="list-style-type: none"> <li>1. Implement strategies to increase access points to primary care and specialists, especially for the underinsured and underinsured populations</li> <li>2. Provide care navigation, both internally and collaboratively</li> <li>3. Explore opportunities to implement strategies shown to be effective for uninsured / underinsured (e.g. case management collaboration with FQHCs and other local providers)</li> <li>4. Recruit more primary care and specialist providers to the Shreveport-Bossier market</li> </ol> <p><b>Anticipated Outcome:</b> Establishing a more robust system of primary care in the area will improve coordination of care and health care access for the uninsured and underinsured.</p>
<p>Expand the number of School-Based Health Centers in the Shreveport-Bossier region</p>	<ol style="list-style-type: none"> <li>1. Meet with the David Raines Community Health Centers and the local school system to identify at least six Title One schools at which to expand the number of School-Based Health Centers to provide on-site health care and health literacy to students.</li> <li>2. Provide fundraising assistance for the renovation and start-up costs for the new centers</li> <li>3. Provide partial funding for the renovation and start-up costs for the new centers</li> </ol> <p><b>Anticipated Outcomes:</b> More school-based health centers will meet health needs of more students; student absenteeism due to health concerns will decrease.</p>

Refer uninsured patients for possible Medicaid enrollment	<ol style="list-style-type: none"><li data-bbox="488 176 1490 237">1. Refer both uninsured hospital and ED patients for Medicaid assessment eligibility and enrollment.</li></ol> <p data-bbox="488 279 1495 340"><b><i>Anticipated outcomes:</i></b> Uninsured patients eligible for Medicaid will receive a resource vital to their health management and disease prevention.</p>
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<b>Child Safety &amp; Wellbeing Strategy</b>	
CHRISTUS Health Shreveport-Bossier will enhance collaboration with local community partners to support regional strategies to ensure child safety and well-being in CHRISTUS Health North Louisiana Region	
Major Actions	Sub-actions
Birth Baby & Beyond and Teen Mom program will partner with the Heart of Hope Center to offer Newborn parenting classes to include baby care and positive parenting	<ol style="list-style-type: none"> <li>1. Provide classes prior to delivery and up to 2 weeks after delivery</li> <li>2. Connect participants to new parent support groups</li> <li>3. Partner with PumpSpotting USA to provide education for prenatal and newly postpartum women to support their decisions to breast feed (by providing space for pump spotting to park in our community on their National campaign to connect durable medical equipment providers with various planned participants)</li> </ol> <p><b>Anticipated outcome:</b> Increasing services and addressing new parent education and strategies to prevent neglect or abuse from new parents.</p>
Work with the Louisiana Perinatal Quality Collaborative and community organizations to implement state strategies to address/decrease maternal morbidity.	<ol style="list-style-type: none"> <li>1. Implement use of Hemorrhage cart</li> <li>2. Implement QBL</li> <li>3. Implement the Hemorrhage Risk assessment on admit and document appropriately</li> </ol> <p><b>Anticipated outcomes:</b> Decrease Maternal Hemorrhage and Hypertensive crisis in our state to decrease maternal morbidity</p>
Collaborate with community stakeholders who are actively addressing childhood ACES- Adverse Childhood Experiences such as Drowning, Child Abuse and SUIDS. Provide education and awareness of childhood safety issues.	<ol style="list-style-type: none"> <li>1. Coordinate with organizations, community coalition and/or others to support local initiatives by offering expanded (self- saving) swim classes to in-need participants at the CHRISTUS wellness center</li> <li>2. Provide/distribute water safety educational material to students at SBHC and Teen Mom participants</li> <li>3. Provide Positive parenting (Discipline) classes at Teen Mom programs and new parent classes.</li> <li>4. Offer safe sleep education in new parent discharge classes</li> <li>5. Provide Safe sleep education to Teen Mom participants</li> <li>6. Display Safe Sleep bed/baby in the Highland Birth Place Lobby during key times to raise awareness and start conversations</li> </ol> <p><b>Anticipated outcomes:</b> Increased awareness of safe sleep practices, water safety and child abuse awareness as well as safe discipline practices will ultimately contribute to a reduction in infant deaths in our region.</p>
Identify and provide mental health services to high-risk clients of the Cara Center.	<ol style="list-style-type: none"> <li>1. After taking the free online training, staff will conduct risk assessment on guardian of each client</li> <li>2. Interview foster parent/case worker of each client for background information if no parent/familial guardian is present.</li> <li>3. Provide age-appropriate mental health care and information on outside resources as needed</li> </ol> <p><b>Anticipated outcome:</b> A decrease in the effects of ACEs (Adverse Childhood Experiences)</p>

<p>Provide internal services to families to promote safe environment for children.</p>	<ol style="list-style-type: none"> <li>1. Provide temporary counseling for client and/or parent</li> <li>2. Provide information on outside resources for identified needs</li> <li>3. Implement evidence- based programs for parents and caregivers (i.e. counseling, group therapy, and educational activities to local schools for children)</li> </ol> <p><b>Anticipated outcomes:</b> Caregivers will be educated to provide effective support and treatment for at risk children and to appropriately interact with child depending on situation.</p>
<p>Preschool-Aged Behavior Modification</p>	<ol style="list-style-type: none"> <li>1. Reach out to various Head Start and Preschool Programs to offer age-appropriate educational information to students regarding Feelings (mental health).</li> </ol> <p><b>Anticipated outcome:</b> To increase the knowledge of preschool-aged children on what are appropriate reactions to situations and how to use words to express how they feel.</p>
<p>Provide awareness among clinicians, schools, and others on the many issues related to child safety</p>	<ol style="list-style-type: none"> <li>1. Through the Darkness to Light training program, educate health professionals, such as ED staff, and other community facilities about the signs of expected child abuse and neglect</li> <li>2. Build partnerships with community entities to promote overall child safety and well-being</li> <li>3. Provide services through School Based Health Centers</li> <li>4. Continue partnership to support CARA Center, which has staff certified to educate area teachers</li> </ol> <p><b>Anticipated Outcome:</b> Developing alliances and strategies to raise awareness about child safety can help create safer environments for the region’s kids. More adults will be educated regarding how to recognize possible child sexual abuse and how to react accordingly so that more children of the community are protected.</p>



## Disease Prevention & Management - Cancer Strategy

CHRISTUS Health Shreveport Bossier & CHRISTUS Cancer Treatment Center will increase access to and enhance existing oncological services, education, and prevention activities in the North Louisiana region specifically targeting breast, lung, and skin cancers.

Major Actions	Sub-actions
Provide lung cancer screening program	<ol style="list-style-type: none"> <li>1. Establish Lung cancer screening protocol</li> <li>2. Educate CTC Nurse navigator on protocol</li> <li>3. Educate local surgeons, CPG Providers, and Pulmonologist on the program and how to order screening</li> <li>4. Navigator to notify patient of referral for lung screening and schedule appointment</li> <li>5. Navigator to enter patient information into Lung Screening Registry</li> <li>6. Perform lung scan</li> <li>7. Radiologist to read scan and provide Lung Rad codes per American College of Radiologist guidelines</li> <li>8. Nurse navigator to review all lung screening reports and fax results back to referring physician</li> <li>9. Print patient letters to those patients that require follow up per ACR guidelines</li> <li>10. Navigator to keep list of those requiring follow-up and make phone calls to ensure follow up per ACR guidelines</li> </ol> <p><b>Anticipated outcome:</b> Providing lung cancer screening program will increase early detection and provide support and follow up for those patients at higher risk decreasing morbidity from these types of cancers.</p>
Provide annual free skin cancer screening at the Cancer Center for early detection of skin cancers basal cell and melanoma	<ol style="list-style-type: none"> <li>1. Advertise event to entire Shreveport-Bossier area via social media and print advertising; Conduct screening event</li> <li>2. Provide prevention education to screened participants</li> <li>3. Provide referrals for participants when suspicious area noted by physician</li> </ol> <p><b>Anticipated outcomes:</b> Increasing access to skin cancer screenings and education will increase early detection and provide support and follow up for those patients at higher risk. Long-term outcomes will be decreased morbidity from these types of cancers.</p>
Provide Nurse navigator for Cancer Patients	<ol style="list-style-type: none"> <li>1. Obtain nurse navigator</li> <li>2. Each new patient to have phone call with navigator prior to first appointment in CTC</li> <li>3. Navigator informs patient of what to expect at appointment</li> <li>4. Identify any current psycho-social needs for the patient and make referrals</li> <li>5. Follow up with patient after first visit and as needed for support</li> </ol> <p><b>Anticipated outcomes:</b> Providing nurse navigation for higher risk cancer patients will improve support and follow-up and decrease morbidity from these types of cancers in the long-term.</p>
Provide monthly support group for breast cancer patients and families	<ol style="list-style-type: none"> <li>1. Hold breast cancer support group monthly</li> <li>2. Increase patient and family access to counseling and support</li> <li>3. Provide physician education to this group on Breast Health and Breast Cancer topics</li> </ol>

	<p><b>Anticipated outcomes:</b> Promote better outcomes by addressing barriers and increasing emotional support for breast cancer patients.</p>
<p>Provide education to patients in the Breast Center regarding high-risk benign findings</p>	<ol style="list-style-type: none"> <li>1. Develop education curriculum for Center</li> <li>2. Develop protocol for identifying those patients at high risk</li> <li>3. Navigator to provide one on one education to those at high risk</li> </ol> <p><b>Anticipated outcomes:</b> Patients at high risk for breast cancer will be educated on signs and symptoms and followed to catch possible malignancies by early detection to decrease morbidity</p>
<p>Provide clinical drug trials for many different types of cancers</p>	<ol style="list-style-type: none"> <li>1. Provide list of clinical trials Cancer Treatment Center (CTC) has available</li> <li>2. Work with ACS to have link to CTC for trials that are available through ACS website</li> <li>3. Provide education through CNE to CHRISTUS Physician Group nurses</li> </ol> <p><b>Anticipated outcomes:</b> Providing access to clinical trial treatment when patients have exhausted other recommended treatments will help extend survival rates in the long-run and decrease morbidity.</p>
<p>Provide colorectal screenings in the community</p>	<ol style="list-style-type: none"> <li>1. Work with local community clinics to obtain funding for colorectal screening kits</li> <li>2. Educate staff of criteria for providing patients with the kits</li> <li>3. Work with CHRISTUS Lab for processing</li> <li>4. Results back to patients</li> </ol> <p><b>Anticipated outcomes:</b> Providing more cancer screenings will increase early detection and help decrease morbidity.</p>

## Disease Prevention & Management – Cardiovascular Health Strategy

CHRISTUS Health Shreveport Bossier will improve access to screenings and education to improve cardiac health and address disease symptoms.

Major Actions	Sub-actions
Cardiac Rehab programs will continue to focus on healthy lifestyle changes to reduce re-occurrence of heart disease issues and prevention	<ol style="list-style-type: none"> <li>1. Expand cardiac rehab facility space and exercise machinery to reach a higher patient capacity. We are currently at rehab facility capacity.</li> <li>2. Add Peripheral artery disease rehab</li> <li>3. Provide dietary and exercise education at the HealthPlex to community members</li> <li>4. Know Your Heart Age TV ad with info on online screening tool</li> </ol> <p><b>Anticipated outcome:</b> Expanding cardiovascular program offerings, increasing knowledge of offerings, and increased participation in programming will decrease poor health outcomes.</p>
Provide education programs addressing acute coronary syndrome (ACS) symptoms	<ol style="list-style-type: none"> <li>1. Provide EHAC (Early Heart Attack Care) training programs to general public</li> <li>2. Provide “Hands Only” CPR classes</li> </ol> <p><b>Anticipated outcomes:</b> Increased knowledge of symptoms of ACS and early treatments to decrease poor health outcomes.</p>
Increase access to screenings by providing Health Screening fairs within community	<ol style="list-style-type: none"> <li>1. Provide Health Screening fairs within the community, including checks on blood pressure, diet, Lipids/cholesterol, blood sugar, weight/BMI, and ABI screenings, as well as education on nutrition &amp; exercise.</li> </ol> <p><b>Anticipated outcomes:</b> Improve early detection and treatment through increased knowledge of one’s risk factors for cardiovascular disease and increased referrals to providers.</p>
Provide education and tools on smoking cessation and prevention	<ol style="list-style-type: none"> <li>1. Provide smoking cessation education sessions and tools</li> <li>2. Provide smoking cessation literature to in-patients who smoke</li> </ol> <p><b>Anticipated outcomes:</b> Increased knowledge of smoking risks and of resources to assist in smoking cessation</p>

## Issues not selected for prioritization

To maximize resources available for the priority areas listed above, the CHNA Advisory Committee determined that the following issues would not be explicitly included in their community health implementation plan (CHIP):

- Mental and behavioral health
- Social determinants of health
- Human trafficking
- Sexually transmitted infections

While all four areas are of community concern and importance, CHRISTUS Health Shreveport-Bossier commits to focusing on key issues where they can serve as a leader and driver of change in the community. CHRISTUS Health Shreveport-Bossier's leadership determined there are others in the region already addressing or better resourced to address community concerns related to mental and behavioral health, the social determinants of health, human trafficking, and sexually transmitted infections. View Appendix C in the separate 2019 Community Health Needs Assessment document for a list of local organizations and community assets mentioned by stakeholders.