



CHRISTUS[®] DUBUIS
Health System

**CHRISTUS Dubuis Health System
Community Health Implementation Plan
Fiscal Year 2015**

**CHRISTUS Dubuis Hospital of Alexandria
CHRISTUS Dubuis Hospital of Beaumont/Port Arthur
CHRISTUS Dubuis Hospital of Bryan
CHRISTUS Dubuis Hospital of Paris
CHRISTUS Dubuis Hospital of Hot Springs (Advance Care Hospital)
CHRISTUS Dubuis Hospital of Fort Smith (Advance Care Hospital)**

Executive Summary

CHRISTUS Dubuis Hospitals are long term acute care hospital located within other acute care facilities. These hospitals provide acute care services to patients who require hospitalization for an extended period exceeding a 25 day length of stay. The hospitals in CHRISITUS Dubuis Health System include: CHRISTUS Dubuis Hospital of Alexandria, CHRISTUS Dubuis Hospital of Beaumont/Port Arthur, CHRISTUS Dubuis Hospital of Bryan, and CHRISTUS Dubuis Hospital of Paris. In September of 2014, Advance Care Hospital of Hot Springs and Advance Care Hospital of Fort Smith were purchased by CHRISTUS Dubuis Health System. CHRISTUS Health in, Irving Texas, is the parent organization and the hospitals are in the Continuing Care division. CHRISTUS Health is a Catholic, faith-based organization with a strong commitment to meeting the health care needs of the communities it serves. There are over 30,000 associates and over 10,000 physicians on the medical staffs of the hospitals and services provided by CHRISTUS Health.

CHRISTUS Continuing Care is a division of CHRISTUS Health that includes all levels of care provided in a post-acute setting: home health, hospice, palliative care, rehabilitation and long term acute care hospitals. CHRISTUS Continuing Care has locations throughout Texas, Louisiana, Arkansas, Iowa and Georgia. Its passionate Associates ensure that CHRISTUS Health's hospitals and clinics are able to provide a full continuum of care to all those who need it, bridging the gap between hospital services and care at home. The 2,700 Associates and medical staff who comprise CHRISTUS Continuing Care make CHRISTUS Health one of the largest providers of faith-based, not-for-profit care in the U.S.

CHRISTUS Dubuis Health System, a non-profit long term acute care hospital (LTACH) system sponsored by CHRISTUS Health provides care to patients who require acute care over an extended period of time. Our dedicated staff provides specialty care that is tailored to the individual needs of every patient, resulting in excellent clinical outcomes. CHRISTUS Dubuis provides management services for several long term acute care hospitals that independently benefit from associating with a strong faith-based healthcare system.

In 2103, each hospital within CHRISTUS Dubuis Health System conducted a community health needs assessment and prioritized the health needs relevant to each community. Each year, the assessment is reviewed and target populations identified to determine where the limited resources will be spent to improve. Based on that assessment, the hospitals developed their Community Health Implementation Plans to address identified needs.

For fiscal year 2105, the hospitals will focus on the following populations or individuals with specific diseases as identified in the CHNA:

- Heart Disease
- Diabetes
- Access to services/medical care
- Respirator/Asthma
- Obesity/Overweight

There were many needs identified, but the hospitals are limited in scope and available resources, therefore they will focus their energies on these two disease populations.

Mission, Vision and Values

Our Mission

Consistent with the heritage of its Sponsors, the mission of CHRISTUS Dubuis Health System is to extend the healing ministry of Jesus Christ.

Our Vision

CHRISTUS Dubuis Health, a Catholic, faith-based ministry, will 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.

Our Values

Respect for the worth of every person, recognition and commitment to the value of diverse individuals and perspectives, and special concern for the poor and underserved.

- **Dignity**
Respect for the worth of every person, recognition and commitment to the value of diverse individuals and perspectives, and special concern for the poor and underserved.
- **Integrity**
Honesty, justice and consistency in all relationships.
- **Excellence**
High standards of service and performance.
- **Compassion**
Service in a spirit of empathy, love and concern.
- **Stewardship**
Wise and just use of talents and resources in a collaborative manner.

What is a Long Term Acute Care hospital (LTAC)?

When health factors necessitate an extended hospital stay, long term acute care hospitals can often provide the most cost-effective option. CHRISTUS Dubuis Health System is the largest faith-based, not-for-profit system of LTAC hospitals, with 14 facilities in 5 states.

Long Term Acute Care (LTAC) hospitals are a vital resource for medically complex, chronically ill, or catastrophically injured patients for whom short-term acute care is no longer viable. The average length of stay for an LTAC patient is typically 25 days.

While in our care, patients are treated with dignity, respect and compassion. We believe in involving the family in the care process as well. From treatment plans to discharge details, our entire team of caregivers diligently work with the patient and the family to ensure all aspects of care are addressed throughout treatment and recovery.

Patient Care

Each hospital within the Dubuis Health System uses a multidisciplinary team approach with a personalized treatment plan that is based on the severity and complexity of each patient's medical condition. Our treatment protocols include daily physician monitoring, 24-hour RN care, services located at the facility so that you do not need to be transferred back and forth for tests or therapy, and the appropriate medication regimens.

Our hospital staff works closely with your referring physicians and case workers to discuss the individual treatment plan that is needed. To effectively address your needs on all levels, including physical, spiritual emotional and social, our team can include:

- Physicians
- Registered Nurses
- Occupational and Speech Therapists
- Respiratory Therapists
- Wound Care specialists
- Nutritionists and Dieticians
- Pharmacists
- Spiritual (Pastor, Priest, Rabbi or other as requested)

Organizational Commitment

The CHRISTUS Health Commitment to the Communities it serves:

CHRISTUS Health is deeply committed to proactively improving the health of individuals and communities and particularly the large numbers of uninsured and underinsured people. Therefore, Community Health today focuses on addressing the need for access to health services in addition to assuring health improvement through health promotion and disease prevention.

Evidence from hundreds of communities around the country demonstrates the effectiveness of engaging the entire community in efforts to expand access to health care. Therefore, CHRISTUS strives to collaborate with community partners. By working with and/or initiating community-led partnerships in all the communities served by CHRISTUS Health, we can achieve measurable, sustainable improvement in well-being.

CHRISTUS Health's Healthy Communities Model incorporates these key principles:

- **Community Ownership:**
Successful initiatives bring together business, government, nonprofit, healthcare, faith communities and citizen leaders to address community issues. Everyone should feel empowered.
- **Well-being of the Community:**
The universal definition of health and wholeness embraces the physical, emotional, mental and spiritual dimensions of life.
- **Goals and Measures:**
Use benchmarks and measure progress and outcomes.
- **Partnerships and Collaborations:**
Building capacity using the already existing community assets helps to magnify the resources available.

CHRISTUS Continuing Care is committed to fulfill the commitment of CHRISTUS Health in proactively improving the health of the communities in which there are long term acute care hospitals. Based on the types of patients that are served in long term acute care, the long term acute care hospitals within CHRISTUS are focused on improving the health of those individuals in the communities that have heart disease and/or diabetes. These two diagnoses were identified in the community health needs assessments as prevalent in each market served and are typical of the types of patients treated in the long term acute care hospital.

Hospital's organizational commitment

CHRISTUS Continuing care is committed to providing services to the communities it serves by identifying opportunities to positively impact the health the community and community members.

The leadership of CHRISTUS Continuing Care, including the Board, are all committed to ensure that the organization fulfills its regulatory obligations as well as its mission related obligations to the communities and have determined that community benefit should focus on the areas in which each facility determines needs based on the types of patients served. Long Term Acute Care is targeting heart disease and diabetes.

The compassion of the CHRISTUS Continuing Care associates reaches far beyond the walls of our facilities. Each year, our associates volunteer hundreds of hours and provide services for the betterment of the communities we serve. As we move toward the future, we at CHRISTUS Continuing Care are forever mindful of our past. For it is the tradition of Bishop Dubuis and the Sisters that empowers us to continue this healing ministry. And it is their legacy of justice, compassion and trust that, in partnership with God, helps us create our unique environment, the healing environment that is CHRISTUS Continuing Care.

CHRISTUS Continuing Care long term acute care patients' health care generally falls into one of the following five categories:

- **Medically Complex or Cardiac Care:** These patients require daily monitoring and intervention by health care professions.
- **Ventilator Dependent:** When patients come to CHRISTUS Continuing Care some patients depend on mechanical ventilation and require multiple or complex interventions by specialized professional staff.
- **Respiratory Rehabilitation:** Medical conditions such as cardiovascular disease, pulmonary fibrosis, or muscular dystrophy compromise the respiratory systems, of oxygen-dependent patients which can be complicated by medically necessary monitoring and intervention.
- **Wound Care:** Infected and necrotic conditions may require special therapy beds, protective devices, and frequent turning. Other specialized therapies may be required, such as whirlpool, tissue replacement and rehabilitation services.
- **Rehabilitation:** With disabling impairment resulting from injury or illness, these patients need one or more types of therapy – physical, occupational and speech.

Major Community Benefit Activities include:

- Leadership serves on various non-profit boards which enhance the communities in which they live
- Facilities serve as training sites for clinical students, including nursing and pharmacy
- Many sites make monetary donations to non-profit agencies, such as meals on wheels.
- Community education programs such as CPR.
- Health Fairs/Screenings for heart disease and diabetes
- Monetary or equipment for impoverished patients for home use

Due to regulatory restrictions and limitations on the types of patients long term acute care hospitals can serve, the hospitals will focus community benefit activities on those individuals in the community that might be found in a long term acute care facility. The long term acute care hospitals within CHRISTUS Health are small and limited in resources, both human and capital, therefore they will focus their energies on populations they typically serve. Needs that were identified in the assessment phase that are not being addressed in this current year may be considered as focus populations in subsequent years.

Community Benefit Budget:

- Total Charity Care: \$798,230
- Total Other Community Services: \$70,739 (services to improve populations with heart disease, diabetes, access to health care, respiratory/asthma and/or obesity/overweight).
- Total Community Benefit: \$868,969
- Hospital totals for Community Benefit:
 - Dubuis Hospital of Alexandria:
 - Total Community Benefit: \$9,903
 - Charity Care: This facility accepts Medicaid patients without reimbursement.
 - Other Community Benefit: \$9,903
 - Dubuis Hospital Beaumont/Port Arthur:
 - Total Community Benefit: \$426,548
 - Charity Care: \$406,741
 - Other Community Benefit: \$19,807
 - Dubuis Hospital of Bryan:
 - Total Community Benefit: \$77,026
 - Charity Care: \$65,000
 - Other Community Benefit: \$12,026
 - Dubuis Hospital of Paris:
 - Total Community Benefit: \$162,075
 - Charity Care: \$152,172
 - Other Community Benefit: \$9,903

- Dubuis Hospital of Fort Smith:
 - Total Community Benefit: \$184,220
 - Charity Care: \$174,317
 - Other Community Benefit: \$9,903
- Dubuis Hospital of Hot Springs:
 - Total Community Benefit: \$9,197
 - Charity Care: \$0 - due to budgetary losses
 - Other Community Benefit: \$9,197

Community Benefit Planning Process

CHRISTUS Continuing Care works with each CHRSTUS region in identifying and prioritizing the services to be provided in order to meet the community needs. The services provided are very narrow, so the target populations will be limited to the services which CHRISTUS Continuing Care provides.

Based on the identified needs in the community and the services provided by C3, each will continue to provide the services for which they were created in meeting these community needs. All services are existing services. The services do address the needs of patients with heart disease, diabetes, access to care, respiratory/asthma, and/or obesity/overweight.

In keeping with the Mission, vision, and Core Values of CHRISTUS Health, CHRISTUS Continuing Care shall provide Charity Care services in a manner that respects the dignity of the patients and their families. Charity Care should be offered within the resources available and shall, at a minimum, meet any legal requirements for serving financially and/or medically indigent patients.

The availability of charity care and other discounts will be communicated to patients upon registration and/or admission for hospital services in writing and verbally in languages appropriate for the population being served.

Priority Focus Areas

The long term acute care hospitals will focus efforts to improve conditions related to individuals with heart disease, diabetes, access to care, respiratory/asthma, and/or obesity/overweight. The program objectives are to have better educated communities related to prevention and access. The goal is that through the efforts of the hospital, there will be a lower prevalence of heart disease, diabetes, respiratory/asthma, obesity/overweight and improved access to care/services in the communities we serve.