



Knapp Medical Center Community Health Needs Assessment 2014 - 2016 Implementation Plan



KNAPP

MEDICAL CENTER

Introduction

Knapp Medical Center has provided high-quality healthcare to Hidalgo County and specifically the Mid-Valley for more than 50 years. Located in Weslaco, Texas, Knapp opened on January 2, 1962 as Knapp Memorial Methodist Hospital.

Starting as a 100-bed community hospital, Knapp Medical Center has undergone a number of renovations and expansions and is now a 226-bed facility that offers a full range of comprehensive services including 24/7 emergency care, critical care, state-of-the-art



diagnostic imaging services, physical therapy services, general and specialized surgery, wound care, hospice care services, and more. In addition to an acute care hospital, Knapp Medical Center offers more than 400 services on an Outpatient basis.

Knapp Medical Center has more than 200 physicians on its medical staff, all independent professional practitioners representing 40 different specialties.

In 2012, the non-profit Prime Healthcare Foundation obtained a controlling interest in Knapp Medical Center. Knapp Medical Center continues to operate as a non-profit facility and provide the highest-quality healthcare to the residents of the Mid-Valley and Hidalgo County.

Knapp Medical Center is governed by a 7-member volunteer board of directors with the following mission, vision, and standards:

MISSION

“Knapp Medical Center endeavors to provide comprehensive, quality healthcare in a convenient, compassionate and cost effective manner.”

VISION

Knapp Medical Center is consistently at the forefront of evolving national healthcare reform. Our organization provides an innovative and integrated healthcare delivery system. We remain ever cognizant of our patients' needs and desires for high quality affordable healthcare.

VALUES

COMPASSION:

We provide an environment that is caring and conducive to healing the whole person physically, emotionally and spiritually. We respect the individual needs, desires and rights of our patients.

QUALITY:

We believe in continuous quality of care and performance improvements, the foundation for preserving and enhancing healthcare delivery. Effective communication and education of our patients, physicians, staff and the community we serve are essential elements of this process.

COMPREHENSIVE:

We are committed to an integrated health care delivery system that encompasses the entire spectrum of healthcare delivery. This continuum of care encompasses all aspects of an individual's healthcare.

COST-EFFECTIVENESS:

We offer high quality healthcare that is accessible and affordable.



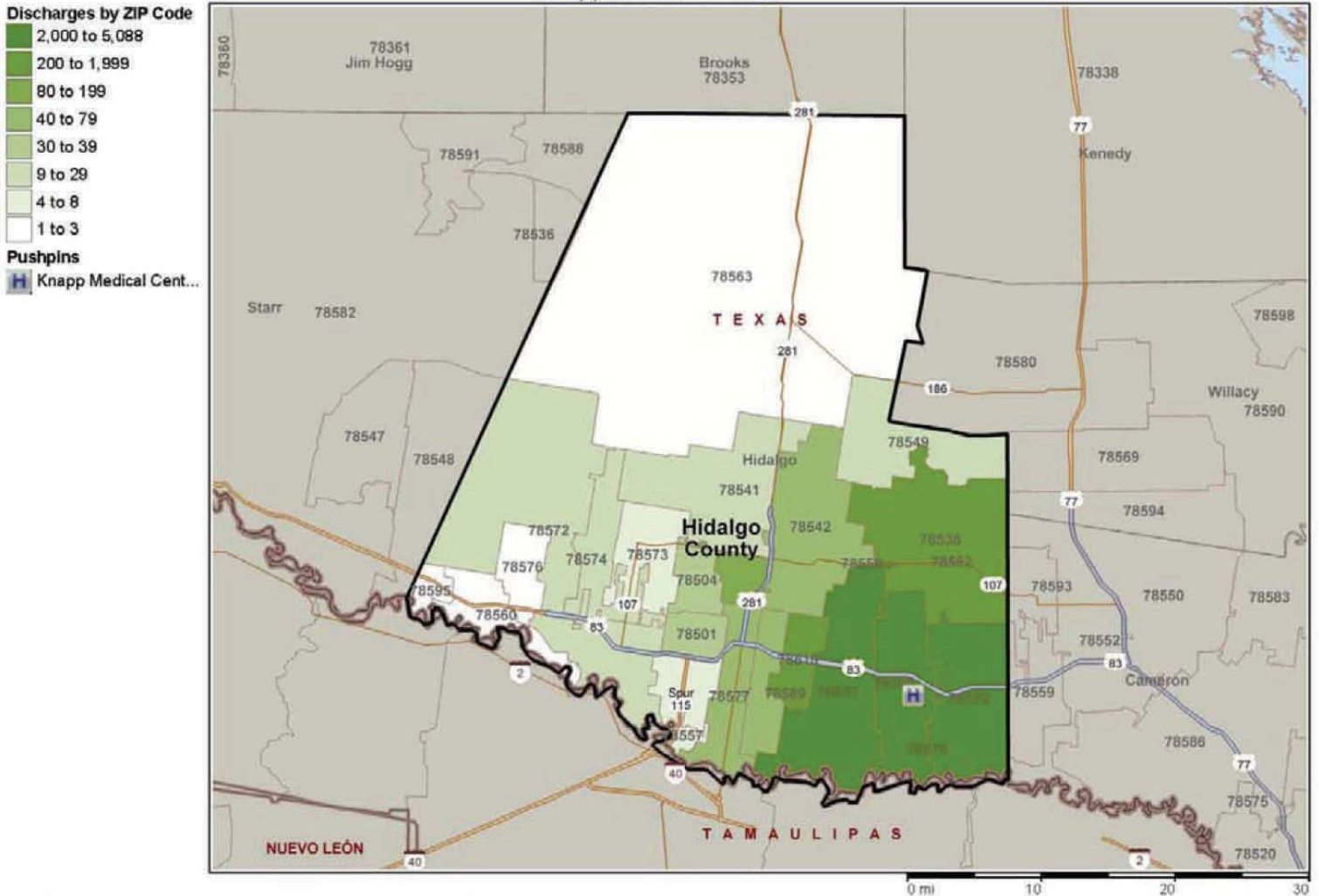
This document provides a summary of Knapp Medical Center's plan to develop new and enhance established community benefit programs and services from FY 2014-16. This plan is focused on addressing the top community health priorities identified in the community health needs assessment conducted by Knapp Medical Center in FY 2013.

The Community We Serve

Knapp Medical Center is located in Weslaco, Texas in Hidalgo County. Weslaco is located in the Mid-Valley area of the Rio Grande Valley on the eastern edge of Hidalgo County, centered between McAllen to the west and Harlingen to the east.

Knapp Medical Center's service area is Hidalgo County. Its Primary Service Area includes Donna east to La Feria and Monte Alto south to the Rio Grande, or what is referred to as the Mid-Valley. The following map geographically illustrates Knapp Medical Center's location and community by showing Hidalgo County zip codes shaded.

Knapp Medical Center



Copyright © and (P) 1988–2012 Microsoft Corporation and/or its suppliers. All rights reserved. <http://www.microsoft.com/mappoint/>
 Certain mapping and direction data © 2012 NAVTEQ. All rights reserved. The Data for areas of Canada includes information taken with permission from Canadian authorities, including: © Her Majesty the Queen in Right of Canada, © Queen's Printer for Ontario. NAVTEQ and NAVTEQ ON BOARD are trademarks of NAVTEQ. © 2012 Tele Atlas North America, Inc. All rights reserved. Tele Atlas and Tele Atlas North America are trademarks of Tele Atlas, Inc. © 2012 by Applied Geographic Solutions. All rights reserved. Portions © Copyright 2012 by Woodall Publications Corp. All rights reserved.

Community Population & Demographics

The following statistics and figures were compiled based on information from the U.S. Bureau of Census 2010 census and further analyzed and extrapolated by The Nielsen Company, a firm specializing in the analysis of demographic data:

- From 2013 to 2018, the overall population of Hidalgo County is projected to increase from 825,073 to 907,040
- By 2018, more than 10 percent of the total population of Hidalgo County will be at least 65 years old
- The population of Hidalgo County is approximately 92 percent Hispanic—a higher percentage in comparison to Texas as a whole, likely due to the county's close proximity to the Mexican border
- At 11 percent, Hidalgo County's unemployment rate in 2012 was higher than both the state average (6.8 percent) and the national average (8.1)

- In 2011, Hidalgo County's poverty rates (a family of two adults and two children was considered poor if their annual household income fell below \$22,350) were nearly double the state and national averages
- At more than 38 percent, Hidalgo County has a significantly higher percentage of uninsured persons compared to the state of Texas (26 percent)

Identifying Health Needs

Knapp Medical Center identified community health needs by undergoing an assessment process in which community input was obtained by:

- Distributing a Healthy Communities Questionnaire to members of the community
- Surveys and focus groups conducted for the 2011 Community Health Report
- Participation in the Regional Healthcare Partnership Plan

Information gathered in the steps above was analyzed and reviewed to identify health issues of uninsured persons, low-income persons and minority groups and the community as a whole.

Health needs were ranked utilizing a weighting method that weighs: 1) the size of the problem, 2) the seriousness of the problem, 3) the prevalence of common themes, 4) the impact of the issue on vulnerable populations and 5) how important the issue is to the community. Knapp Medical Center engaged **BKD, LLP** to conduct a formal community health needs assessment and assist with compiling secondary data and prioritizing identified health needs.

PRIMARY DATA

Health needs identified through community surveys and focus groups were included as health needs. Needs for vulnerable populations were separately reported on the analysis in order to facilitate the prioritization process.

To facilitate prioritization of identified health needs, a ranking and prioritization process was used. Health needs were ranked based on the following five factors. Each factor received a score between 0 and 5.

1) **How many people are affected by the issue or size of the issue?** For this factor, ratings were based on the percentage of the community who are impacted by the identified need. The following scale was utilized: >25% of the community= 5; >15% and <25%=4; >10% and <15%=3; >5% and <10%=2 and <5%=1.

2) **What are the consequences of not addressing this problem?** Identified health needs which

have a high death rate or have a high impact on chronic diseases received a higher rating for this factor.

3) **The impact of the problem on vulnerable populations.** Needs identified which pertained to vulnerable populations were rated for this factor.

4) **How important the problem is to the community.** Needs identified through community surveys and/or focus groups were rated for this factor.

5) **Prevalence of common themes.** The rating for this factor was determined by how many sources of data (Leading Causes of Death, Primary Causes for Inpatient Hospitalization, Health Outcomes and Factors and Primary Data) identified the need.

Each need was ranked based on the five prioritization metrics. As a result, the following summary list of needs was identified:

	How Many People Are Affected by the Issue?	What Are the Consequences of Not Addressing This Problem?	What is the Impact on Vulnerable Populations?	How Important is it to the Community?	How Many Sources Identified the Need?	Total Score *
Lack of access to services (cost)	5	3	5	4	3	20
Obesity	5	5		5	4	19
Uninsured/Limited Insurance	5	4		5	4	18
Limited Access to Healthy Foods	4	4	5		5	18
Diabetes	4	5		5	4	18
Lack of Health Knowledge	4	3	5	2	3	17
Substance Abuse	3	3		5	4	15
Cardiovascular Disease	4	5		4	2	15
Excessive Drinking	2	3		5	4	14
High Cost of Prescription Drugs	3	4		4	3	14
Cancer	4	5		3	2	14
High Blood Pressure	5	4		2	2	13
Lack of Primary Care Physicians	3	4		2	3	12
Mental Illness	3	3		4	2	12
Kidney Disease	4	5		2	1	12
Children in Poverty	5	5			1	11
Chronic Liver Disease	4	4		2	1	11
Shortage of Mental Health Professionals	3	3		2	2	10
Children in Single-Parent Households	5	3			1	9
High Utilization of Emergency Room	3	3		2	1	9
Elevated Cholesterol	3	3		2	1	9
Shortage of Dentists	3	3			1	7
Violent Crime Rate	1	2		2	2	7
Low Mammography Screening Rate	3	3			1	7
Sexually Transmitted Infections	1	2			1	4
Teen Birth rate	1	2			1	4

*Highest potential score = 25

PRIORITY: Lack of Access to Services

Goal: Improve access to healthcare services within the community.

Strategies/Initiatives: Knapp Medical Center remains committed to providing affordable, accessible, patient-centered healthcare. To do so, Knapp Medical Center and Knapp Medical Group will continue to expand healthcare coverage throughout Knapp's service area through the establishment of Knapp Clinics located throughout Hidalgo County. Currently, Knapp Medical Group operates three Knapp Clinics, located at:

- A: 1600 North Westgate, Suite 800
Weslaco, TX 78596
- B: 720 E. Edinburg Ave, Suite 1001
Elsa, TX 78543
- C: 702 E. Expressway, Suite A-5
Donna, TX 78537

In addition to the existing Knapp Clinic locations, a fourth Knapp Clinic location is scheduled to open in Weslaco by December 2013. Knapp Medical Center will continue to examine opportunities for the expansion of the Knapp Clinic network when appropriate.

In addition to expanding the Knapp Clinic network, Knapp Medical Center is also committed to alleviating the financial aspect of lack of access to healthcare services within the community. To demonstrate these efforts, Knapp Medical Center provided more than \$6,800,000 worth of charity care in FY 2013. Knapp Medical Center will also continue its Wellness Program, which offers lab screenings from \$5-\$30 to encourage healthy lifestyles. These low-cost screenings were developed as an alternative for those without health insurance who could not otherwise afford expensive tests.

Knapp Medical Center will also continue to collaborate with its partners in Regional Healthcare Partnership #5/South Texas to break down access barriers to care.

PRIORITY: Lack of Health Knowledge

Goal: Enhance and improve community education regarding healthy lifestyles and general health knowledge.

Strategies/Initiatives: Knapp Medical Center realizes that access to a wide variety of health knowledge is key to promoting better health within the community it serves. To provide the community with improved access to health knowledge, Knapp Medical Center will take the following courses of action:

- Continue and expand the hospital's Valley Health Seminars series. At least once a month, Knapp Medical Center will coordinate a seminar during which a physician will discuss a health topic with the community.

- Valley Health Seminars are free and open to the public, and discussion topics cover a wide array of subjects, ranging from hypertension and diabetes to infectious diseases.
- Continue reaching out to the community through free health fairs and community events. Each year, Knapp Medical Center participates in a number of free health fairs and community events, and will look to expand on those opportunities through collaboration with local businesses and organizations. One such example is Knapp Medical Center's Fit & Fun Fall Festival. Each October, Knapp Medical Center hosts a health fair at which local residents have access to free health screenings and health information including topics such as healthy eating and proper hand washing/hygiene. As many as 1,000 local residents attend this event alone. In addition to the Fall Festival, Knapp Medical Center is also committed to providing health information to our senior citizen community by scheduling free health fairs and events at local RV parks and retirement communities.
- Continue efforts to collaborate with the Weslaco Independent School District to improve access to health information for local children and families.

PRIORITY: Diabetes

Goal: Increase awareness of prevention and control/self management of diabetes.

Strategies/Initiatives: Knapp Medical Center and its partners in Regional Healthcare Partnership #5/South Texas are aware of the unprecedented epidemics of diabetes and related chronic conditions in the community. Based on a multi-year random sample of 2,000 Mexican American adults who called the Cameron County Hispanic Cohort, or CCHC, researchers at the University of Texas School of Public Health-Brownsville found that 31 percent of participants have diabetes. Researchers estimated that 273,831 Mexican Americans in RHP 5 have diabetes, which is the third leading cause of mortality in the region, behind heart disease and cancer. Diabetes is an underlying component of over half of hospital admissions for heart attack, hypertension, sepsis and stroke, based on a 2011 analysis of admissions at six hospitals in RHP 5. This analysis found that diabetes contributes to more than 16,000 extra bed days per year at an additional cost of \$49 million to \$83 million annually. Knapp Medical Center is committed to taking the following courses of action to address the epidemic of diabetes in the community:

- Continue to collaborate with fellow members of RHP 5 to increase access to primary and specialty care services in the short-term, with a focus on individuals with chronic conditions (including diabetes), to ensure they have access to the most appropriate care for their condition, regardless of where they live or their ability to pay.
- Continue to collaborate with the Auxiliary for Knapp Medical Center to improve, promote, and distribute diabetes food charts. Created in 1996

in conjunction with Knapp Medical Center's Public Information and Nutrition Services Departments, the full-color charts were designed as an easy-to-use guide to help diabetes patients understand how to make healthy food choices to better manage and control their disease. To date, more than 75,000 of these charts have been distributed throughout the United States and are available on Knapp Medical Center's web site.

- Continue and expand on efforts to provide free diabetes health information to the community through health fairs, Valley Health Seminars and joint efforts with municipalities, school districts and community organizations.

Next Steps

Knapp Medical Center initiated the development of implementation strategies for a number of health priorities identified through the assessment process. These strategies will be continued and developed from FY 2014 through the end of FY 2016. Knapp Medical Center will work with Regional Healthcare Partnership #5/South Texas, community partners, and health issue experts on the following for each of the approaches to addressing the identified health priorities:

- Develop work plans to support effective implementation
- Create mechanisms to monitor and measure outcomes
- Develop a report card to provide on-going status and results of these efforts to improve community health

Knapp Medical Center is committed to conducting another health needs assessment within three years.

Adoption/Approval

Knapp Medical Center's Board of Directors approves Knapp Medical Center's Implementation Strategy that has been developed to address the priorities of Knapp Medical Center's recent Community Needs Health Assessment.

Knapp Medical Center will use this Implementation Strategy as a means to coordinate and collaborate with the community to address the priorities that have been identified through methods that are consistent with Knapp Medical Center's Mission, Vision, and Values.



Chair, Knapp Medical Center
Board of Directors

10/31/2013

Date



Administrator,
Knapp Medical Center

10/31/2013

Date