

# St. Luke's Health Baylor St. Luke's Medical Center

## 2022 Community Health Implementation Strategy

**Adopted September 2022**










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## At-a-Glance Summary

<p><b>Community Served</b></p> 	<p>The population of the Baylor St. Luke’s Medical Center service area is 3,621,776. The hospital tracks ZIP Codes of origin for all patient admissions and includes all who received care without regard to insurance coverage or eligibility for financial assistance. For the purposes of this report, the hospital defines its service area to include 75% of patient origin ZIP Codes. For Baylor St. Luke’s Medical Center this includes 89 ZIP Codes, the majority of which are located within Harris County. The service area also includes portions of Fort Bend, Galveston and Brazoria Counties, and noncontiguous portions of Brazoria and Polk Counties.</p> <p>ZIP Codes: 77003, 77020, 77036, 77072, 77093, 77477, 77004, 77021, 77042, 77074, 77095, 77479, 77005, 77022, 77044, 77075, 77096, 77489, 77006, 77023, 77045, 77077, 77098, 77498, 77007, 77024, 77047, 77078, 77099, 77511, 77008, 77025, 77048, 77081, 77338, 77521, 77009, 77026, 77049, 77082, 77346, 77532, 77011, 77027, 77051, 77083, 77351, 77536, 77012, 77028, 77053, 77084, 77379, 77545, 77013, 77029, 77054, 77085, 77396, 77566, 77015, 77030, 77056, 77087, 77401, 77578, 77016, 77031, 77057, 77088, 77429, 77581, 77017, 77033, 77061, 77089, 77449, 77583, 77018, 77034, 77063, 77091, 77450, 77584, 77019, 77035, 77071, 77092, 77459</p>
<p><b>Significant Community Health Needs Being Addressed</b></p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <ul style="list-style-type: none"> <li>• Access to Care</li> <li>• Preventive Practices</li> <li>• Violence and Injury / Unintentional Injury / Human Trafficking</li> </ul>
<p><b>Strategies and Programs to Address Needs</b></p> 	<p>The hospital intends to take actions and to dedicate resources to address these needs, including:</p> <p><b>Access to Care:</b> Financial Assistance Policy, Eligibility and Enrollment Services, Care Coordination, San Jose Clinic relationship, Expand primary care provider relationships and train new health care professionals, Community Partnerships, Health Professions Education, Mentorship Program with Texas State University (TSU), Human Trafficking Efforts, ExamiNATION Film Project, Staff Education</p> <p><b>Preventive Practices:</b> Physician Recruitment and Referral, Community Outreach Education and Community Immunizations, Informational Interviews with TSU Radio, actively engage in and explore new community collaboration and partnership opportunities</p> <p><b>Violence and Injury / Unintentional Injury / Human Trafficking:</b> Continue current scope of work and collaboration(s) with survivor identification, prevention and treatment resources, and advocacy.</p>

<p><b>Anticipated Impact</b></p> 	<p>Overall, the anticipated impact of these programs and strategies will increase access and reduce barriers to health care for the medically underserved. Additionally, we will increase education, awareness, resources and identification of human trafficking victims, and preventative practices.</p>
<p><b>Planned Collaboration</b></p> 	<p>The hospital intends to partner with various community based organizations, social service organizations, local law enforcement, healthcare partners and service providers, Texas State University (TSU), faith groups, Public Health District, Houston’s Women’s Center, , Houston Area Human Trafficking Health Care Consortium, Human Trafficking Advocacy Day, City of Houston’s Human Trafficking Council, American Heart Association, etc.</p>

This document is publicly available online at the hospital’s website. Written comments or questions on this report can be submitted to the Baylor St. Luke’s Medical Center Mission and Spiritual Care Office, 1101 Bates Avenue, Houston, TX. 77030 or by email to [ken.carlson@commonspirit.org](mailto:ken.carlson@commonspirit.org) or [fawn.preuss@commonspirit.org](mailto:fawn.preuss@commonspirit.org).

## Our Hospital and the Community Served

### About the Hospital

Baylor St. Luke’s Medical Center (Baylor) is a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 1,000 care sites in 21 states coast to coast, serving 20 million patients in big cities and small towns across America.

Baylor is located at 6700 Bertner Avenue, Houston, TX 77030. This hospital has 881 beds and the following major programs and service lines: Cardiology & Heart Surgery, Gastroenterology & GI Surgery, Neurology & Neurosurgery, Oncology, Orthopedics, Pulmonology, Transplant Services, and more.

This internationally recognized leader in research and clinical excellence has given rise to breakthroughs in cardiovascular care, neuroscience, oncology, transplantation, and more. Our team’s efforts have led to the creation of many research programs and initiatives to develop advanced treatments found nowhere else in the world.

Our strong alliance with Texas Heart® Institute and Baylor College of Medicine allows us to bring our patients a powerful network of care unlike any other. Our collaboration is focused on increasing access to care through a growing network of leading specialists and revolutionizing healthcare to save lives and improve the health of the communities we serve. Baylor takes care of the top 5% of the sickest patients in the nation making it a quaternary referral center. Baylor St. Luke’s Medical Center is also the first

hospital in Texas and the Southwest designated a Magnet® hospital for Nursing Excellence by the American Nurses Credentialing Center, receiving the award five consecutive times.

## Our Mission

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

## Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay. This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.



## Description of the Community Served

Baylor serves Harris County and portions of Fort Bend, Galveston, and Brazoria Counties, and noncontiguous portions of Brazoria and Polk Counties. This large geographic region consists of rural, urban, and metropolitan areas. A summary description of the community is below, and additional details can be found in the CHNA report online.

Baylor St. Luke's Medical Center is located at 6700 Bertner Avenue, Houston, Texas 77030. The population of the hospital service area is 3,621,776. Children and youth, ages 0-17, make up 26.1% of the population, 63.4% are adults, ages 18-64, and 10.5% of the population are seniors, ages 65 and older. The largest portion of the population in the service area identifies as Hispanic/Latino (38.8%), 28.6% of the population identifies as White/Caucasian, 21.4% are Black/African American and 9.2% are Asian. 1.5% of the population identifies as multiracial (two-or-more races), 0.8% as Native Hawaiian/Pacific Islander, and 0.2% as American Indian/Alaskan Native. Those who are of another race/ethnicity or are not listed represent an additional 0.3% of the service area population. In the service area, 56.2% of the population, 5 years and older, speak only English in the home. Among the area population, 31.9% speak Spanish, 5.9% speak an Asian/Pacific Islander language, and 3.9% speak an Indo-European language in the home.

Among the residents in the service area, 14.9% are at or below 100% of the federal poverty level (FPL) and 34.1% are at 200% of FPL or below. Those who spend more than 30% of their income on housing are said to be "cost burdened." In the service area, 33.2% of owner and renter occupied households spend 30% or more of their income on housing. This is higher than the state rate (30.5%). Educational

attainment is a key driver of health. In the hospital service area, 17.1% of adults, ages 25 and older, lack a high school diploma, which is higher than the state rate (16.3%). 34.4% of area adults have a Bachelor's degree or higher degree.

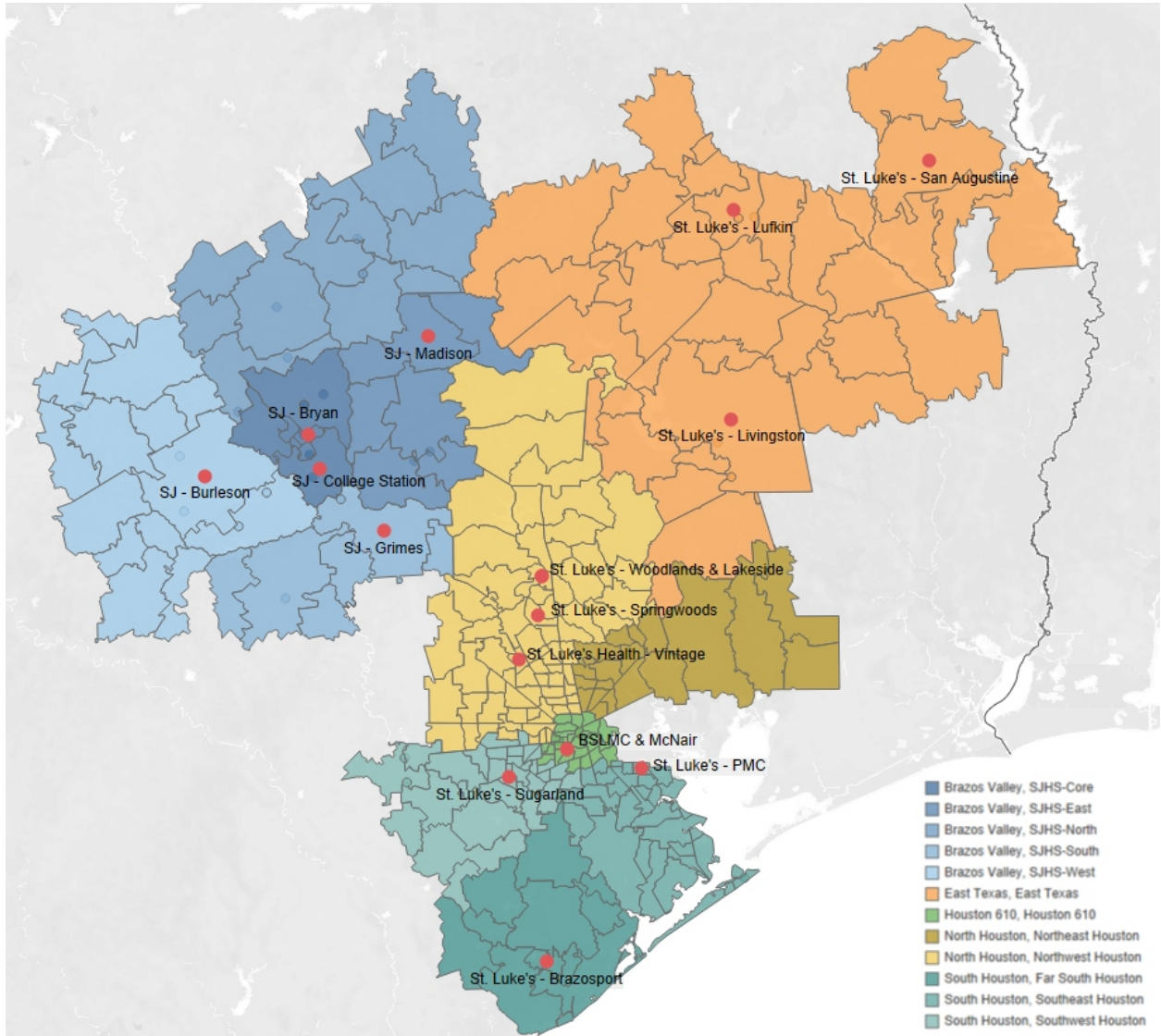
When vulnerable populations in the area are mapped, pockets of poverty emerge. Large sections of Houston, though, particularly on the northern and eastern sides, contain a high percentage of vulnerable populations, with 25% or more of the population possessing less than a high school education and poverty found among 20% or more of the population. The unemployment rate in the service area, averaged over 5 years, was 5.7%. This is lower than Houston (5.9%) and Harris County (5.8%) but higher than the state unemployment rate (5.1%).

Educational attainment is a key driver of health. In the service area, 17.1% of adults, ages 25 and older, lack a high school diploma, which is higher than the state rate (16.3%), but lower than Harris County (18.6%) and Houston (21.1%). 34.4% of area adults have a Bachelor's degree or higher, which is higher than Houston (32.9%), the county (31.5%) and state (29.9%) rates.

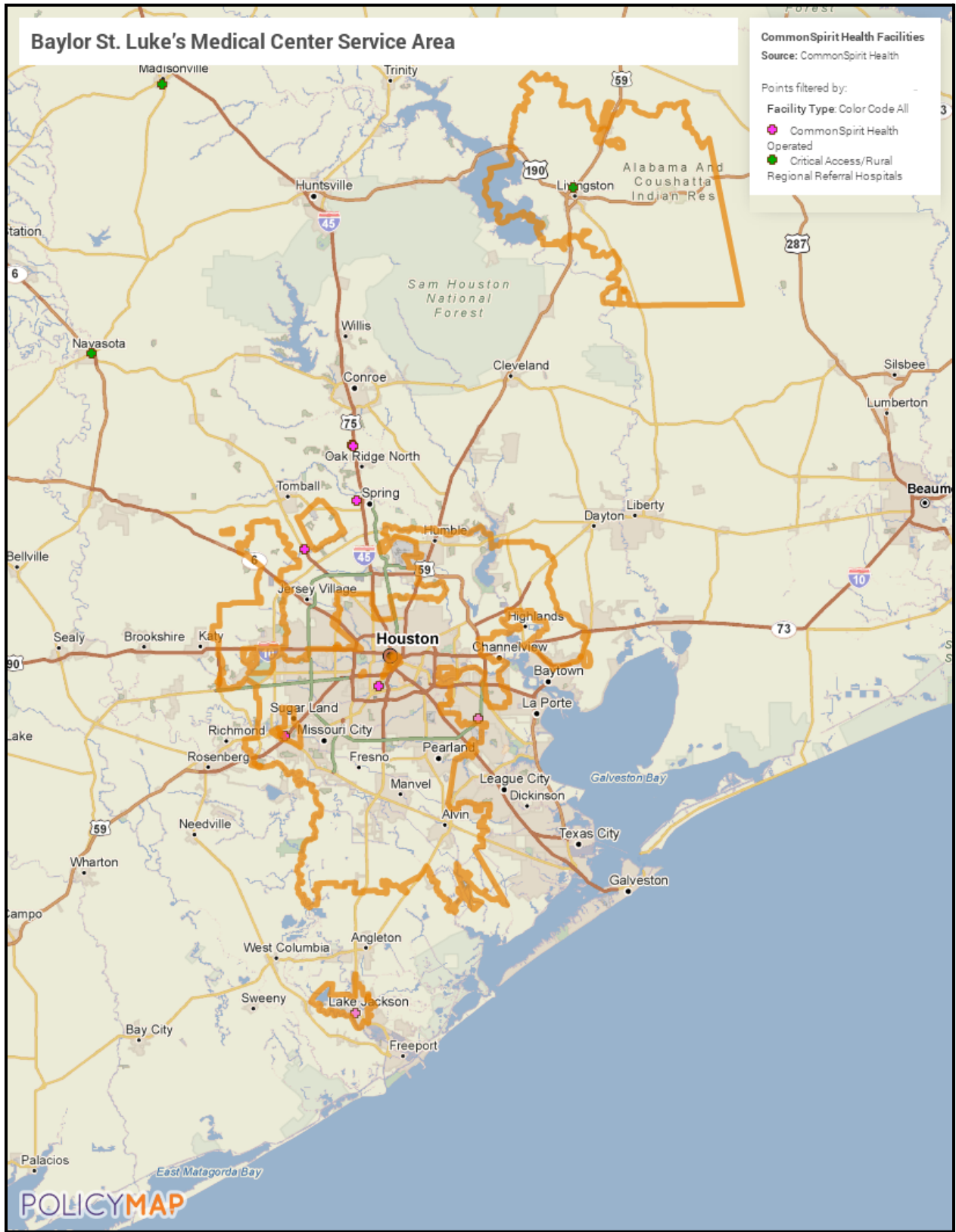
Harris County and Houston are designated as Medically Underserved Areas (MUA) and Health Professional Shortage Areas (HPSA) for primary care, dental health and mental health. Community stakeholder interviews identified the following groups as having the most barriers to access: undocumented men of working age, Hispanic/Latinos, African Americans, LBGTQ+ individuals, seniors (living alone, lack access to technology), middle school-aged children, newly arrived or recent immigrants, African immigrants (Nigerian Community), Southeast Asian community (Vietnamese), Veterans, individuals without insurance (especially without Harris County Gold Card), single mothers, Afghan refugees, families living in poverty, and homeless individuals. The following neighborhoods were identified as the most under-resourced: Third (Southeast) and Fifth (Northeast) wards, Southwest Houston, Pasadena, Sunnyside, Magnolia Park, Altadena, Spring, East Houston, and Baytown.



## St. Luke's Health – Texas Division Service Area Map







## Community Assessment and Significant Needs

The health issues that form the basis of the hospital’s community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in June 2022. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available on the hospital’s website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

## Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Access to health care	Lack of health insurance, cost, systemic inequities, language barriers, cultural differences, fragmented resource coordination and referral systems, lack of reliable transportation, economic instability, and health literacy are all barriers to access to care.	<input checked="" type="checkbox"/>
Birth indicators	Lack of prenatal care, low birth weight, preterm births, infant mortality, untreated/uncontrolled comorbidities such as diabetes, and cultural differences are all contributing factors.	<input type="checkbox"/>
Chronic disease	There are high rates of chronic diseases like heart disease, diabetes, respiratory diseases, and associated comorbid conditions (hypertension, high cholesterol, obesity and high blood pressure) especially in less affluent parts of Harris County.	<input type="checkbox"/>
COVID-19	Community stakeholders noted a lack of equity in testing sites, community centers have been overwhelmed with requests for help in meeting food, rental assistance, and other needs. Misinformation and confusing government messaging about the virus and vaccines was seen as well as a dramatic rise in mental health issues, social isolation, and domestic violence rates.	<input type="checkbox"/>

Significant Health Need	Description	Intend to Address?
Homelessness	There is not enough quality affordable housing to meet the needs of the unhoused or housing insecure population. Homelessness was perceived by community stakeholders as one of the top needs that have worsened over time.	<input type="checkbox"/>
Mental health	There is a lack of qualified mental health professionals and beds in psychiatric hospitals to meet the growing need for both adults and especially children. Cost, cultural barriers, and difficulty accessing services are a concern.	<input type="checkbox"/>
Overweight and obesity	Over a third of adults in the service area are obese and another third are overweight.	<input type="checkbox"/>
Preventive practices	Lack of established primary care, difficulty getting appointments, the backlog COVID caused, and cultural differences were all identified issues.	<input checked="" type="checkbox"/>
Sexually transmitted infections	Rates of STIs were higher in Harris County than the state. Difficulty accessing providers for testing and treatment and attached stigma were both provided as possible explanations.	<input type="checkbox"/>
Substance use	There is a lack of detox beds in the county for alcohol and substance abuse. Use of alcohol, marijuana, and street drugs all increased during the pandemic.	<input type="checkbox"/>
Tuberculosis	The tuberculosis rate has been declining in the last several years but is still higher than the state rate.	<input type="checkbox"/>
Violence and injury/human trafficking	For victims of domestic violence, there are not enough beds in emergency shelters. Domestic and intimate partner violence rose dramatically during COVID because victims were at home with their abusers and increased stressors like job loss and fear of illness. The short- and long-term effects of violence have manifested in mental health issues and risky behaviors such as substance abuse and diminished quality of life. The pandemic exacerbated the trafficking issue.	<input checked="" type="checkbox"/>

### Significant Needs the Hospital Does Not Intend to Address

The hospital will not focus on Birth Indicators, COVID-19, Homelessness, Mental Health, Chronic Disease, Overweight & Obesity, STIs, substance abuse, and Tuberculosis. These needs are being focused on by other organizations in our service area, similar focused work falls under an alternative significant health need label, it is not within the capacity of the hospital system, or it is beyond the mission of our health system.

## 2022 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

### Creating the Implementation Strategy

The hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

Hospital and health system participants included the Healthy Communities Council - Texas Division. Multiple departments from each hospital across the Texas Division have come together to inform, influence, and evaluate the selection and delivery of hospital community health and community benefit programs.



Community input or contributions to this implementation strategy included community stakeholder interviews conducted during the Community Health Needs Assessment (CHNA).

The programs and initiatives described here were selected based on identified community need, existing programs with evidence of success/impact, existing community partnerships, and hospital capacity by the Healthy Communities Council. The Healthy Communities Council is an interdisciplinary team made up of key stakeholders across the St. Luke's Health - Texas Division with the goal of strategic priority alignment, accountability, leadership support, and team member and community engagement.

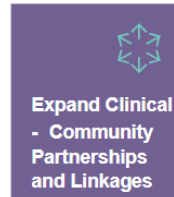
### Community Health Strategic Objectives

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants both inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities overall address strategic aims while meeting locally-identified needs.



Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.




Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.





Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.

## Strategies and Program Activities by Health Need

 <b>Health Need: ACCESS TO CARE</b>					
<b>Anticipated Impact (Goal)</b>	The hospital’s initiatives to address Access to Care are anticipated to result in increased access, education, and reduced barriers to health care for the medically underserved.				
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Strategic Objectives</b>			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Health Equity	<ul style="list-style-type: none"> <li>● Provide education for staff and community regarding services and cultural differences that may affect treatment</li> <li>● Increase communication referencing diversity and inclusion with regard to cultural stressors that impact bias and potential access to care</li> <li>● ExamiNATION - a new series filmed with Houston Public Media that will examine and bring awareness to the health equity issues (access, disparities, social determinants of health including race, age, ethnic and socioeconomic and affordability challenges...) that exist in our greater Houston community.</li> <li>● Actively explore new and strengthen existing volunteer and collaboration opportunities with local healthcare, civic, and non-profit agencies</li> <li>● Support awareness of healthy food resources in underserved areas: i.e. AHA healthy food store in low-income, predominately hispanic community</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



 <b>Health Need: ACCESS TO CARE</b>					
Financial Assistance	<ul style="list-style-type: none"> <li>Baylor St. Luke’s Medical Center delivers compassionate, high quality, affordable health care and advocates for members of our community who are poor and disenfranchised. In furtherance of this mission, the hospital will provide assistance to eligible patients who do not have the capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Eligibility and Enrollment	<ul style="list-style-type: none"> <li>Eligibility and enrollment services screens the patient and assists with government and indigent program connections if criteria is met. Care Coordination offers assistance as well.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Clinic Support	<ul style="list-style-type: none"> <li>San José Clinic relies on volunteer healthcare providers and other community volunteers from institutions of higher learning, church groups and other faith-based and community service organizations and retirees. In addition to the much needed manpower, donated medications, supplies and support from funders combine to keep the Clinic costs at a minimum.</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Expand primary care provider relationships and train new health care professionals	<ul style="list-style-type: none"> <li>Bring in new agency staff to help open new nursing units to address capacity issues in the Texas Medical Center</li> <li>Foster new relationships with primary care providers and healthcare service providers to assist linking hospital patients to medical homes</li> <li>Health professions education - hospital helps train nursing and other health professional students, this is part of expanding access by increasing the local health care workforce</li> <li>Working to educate and support health education students through a mentorship program with Texas State University (TSU)</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

 <b>Health Need: ACCESS TO CARE</b>					
Human Trafficking Efforts	<ul style="list-style-type: none"> <li>Ongoing effort: define a procedure for treating and/or identifying trafficked victims in our facilities and collaborating with community partners for resource coordination.</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioral Health	<ul style="list-style-type: none"> <li>Develop resources in the emergency department to manage needs of behavioral health patients</li> <li>Strengthen community partnerships to advocate for additional support for behavioral health specialists to work alongside caregivers</li> <li>Continue to pursue education with frontline responders regarding behavioral health</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Planned Resources</b>	<p>The hospital will provide selected guests and health experts in the health industry to share their insight on how to improve health equity in their respective fields for the ExamiNATION film project. We will continue to contract with Conifer, the company that handles patient registration but also provides enrollment and eligibility screening and connection for the underserved patient population. St. Luke’s will pursue funding through the Mission and Ministry Fund (MMF) Health &amp; Wellness grant for Access to Care initiatives.</p>				
<b>Planned Collaborators</b>	<p>Local law enforcement, healthcare partners, Texas State University (TSU), Conifer, Houston Public Media (HPM), community-based organizations, faith groups, public health and social service organizations</p>				




## Health Need: PREVENTIVE PRACTICES

<b>Anticipated Impact (Goal)</b>	The hospital’s initiatives to address Preventive Practices are anticipated to result in increased education, awareness, and prevention activities for various populations in our community.				
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Strategic Objectives</b>			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Reduce acuity in patient population	<ul style="list-style-type: none"> <li>Foster new relationships with primary care providers and healthcare service providers to assist linking hospital patients to medical homes</li> <li>Community outreach and education, partner with other TMC facilities on community outreach events</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Increase vaccination rates	<ul style="list-style-type: none"> <li>Partner with area organizations for vaccination clinics in underserved communities in our service area.</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Prevention Awareness and Education	<ul style="list-style-type: none"> <li>Participate in informational interviews with local TSU radio station</li> <li>Actively explore new and strengthen existing volunteer and collaboration opportunities with local healthcare, civic, and non-profit agencies to increase prevention practices</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Planned Resources</b>	The hospital will provide staff, outreach communications, and program management support for these initiatives.				
<b>Planned Collaborators</b>	Houston Women’s Center, Law Enforcement Agencies, social service and community-based organizations, primary care and other healthcare service providers, Texas State Southern University (TSU)				



**Health Need: VIOLENCE AND INJURY/UNINTENTIONAL INJURY**

<b>Anticipated Impact (Goal)</b>	Ongoing effort: strengthen knowledge, skill, and awareness by educating clinicians and other direct service providers and supporting increased learning and application of skills attained.				
<b>Strategy or Program</b>	<b>Summary Description</b>	<b>Strategic Objectives</b>			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Human Trafficking Prevention	<ul style="list-style-type: none"> <li>● Increase prevention and treatment resources in areas of physical/sexual abuse, human trafficking and violence in schools; partner with houston women’s center to educate staff on signs to recognize abused patients; partner with law enforcement and social service organizations to increase trauma informed care to human trafficking victims</li> <li>● Define a procedure for treating and/or identifying trafficked victims in our facilities and collaborating with community partners in resource coordination</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Coalition Building	<ul style="list-style-type: none"> <li>● We are committed to fostering coalitions and networks by sustaining the Houston Area Human Trafficking Health care Consortium.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Organizational Change	<ul style="list-style-type: none"> <li>● We are a catalyst for changing organizational practices by creating an internal advisory committee that will develop a continuum of care for survivors.</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Policy Change	<ul style="list-style-type: none"> <li>● Influence policy and legislation with participation in Human Trafficking Advocacy Day at the Texas State Capitol and the City of Houston’s Human Trafficking Council.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

 <b>Health Need: VIOLENCE AND INJURY/UNINTENTIONAL INJURY</b>					
<b>Planned Resources</b>	The hospital will provide registered nurses, outreach communications, and program management support for these initiatives. Mission and Ministry Fund (MMF) United Against Violence (UAV) Grant				
<b>Planned Collaborators</b>	Houston Women’s Center, Law Enforcement Agencies, Social Service Organizations, primary care providers, healthcare service providers, United Against Violence (UAV) campaign, Houston Area Human Trafficking Health Care Consortium, City of Houston’s Human Trafficking Council				

