

FY 2020 - 2022 Community Health Implementation Strategy

**Dell Seton Medical Center at
The University of Texas**



**Ascension
Seton**

Dell Seton Medical Center at The University of Texas Implementation Strategy

Implementation Strategy Narrative

Overview

Dell Seton Medical Center at The University of Texas is a part of Ascension Seton, formerly known as Seton Family of Hospitals, a 501(c)(3) nonprofit organization, and an affiliate of Ascension Texas and Ascension Health, with a long-standing history of serving Central Texas, not only as a health care provider, but as a leader and advocate for improving the health of the population as a whole.

Ascension's Mission

Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

About Dell Seton Medical Center at The University of Texas

Dell Seton Medical Center at The University of Texas, opened in 2017, is the primary teaching hospital for Dell Medical School at The University of Texas at Austin, and anchors a new healthcare innovation zone in downtown Austin. It is the only Level I Adult Trauma Center in Central Texas.

The facility was specifically designed to support innovation, medical education and collaboration among doctors, nurses, researchers, staff, students, patients and families. It offers a wide variety of surgical subspecialties including brain and spine specialists, heart and stroke care and neurorehabilitation.

Dell Seton is one of four Ascension Seton campuses hosting medical residents due to our affiliation with The University of Texas Dell Medical School. It is one of 12 hospitals in the 11-county Ascension Seton service area.

2019 Community Health Needs Assessment

In December 2017, Austin/Travis County published the Community Health Assessment report (CHA) "Together we Thrive." Ascension Seton was an official partner for the development of the CHA, along with the Austin Transportation Department, the Capital Metropolitan Transit Authority, Central Health, Integral Care, St. David's Foundation, Travis County Health and Human Services, The University of Texas at Austin Dell Medical School and The University of Texas Health Science Center at Houston School of Public Health in Austin.

Because Ascension Seton associates actively participated in the creation of the Austin/Travis County CHA, the Internal Revenue Service (IRS) allows health care entities to work collaboratively, and the CHA meets the federal legal requirements set forth for the Community Health Needs Assessments (CHNA), Ascension Seton opted to adopt the Travis County CHA report, as incorporated herein, as the official [Ascension Seton Central Region: Travis County Community Health Needs Assessment](#).

Given the gap in time between the 2017 Austin/Travis County Community Health Assessment (CHA) and the requirements for the 2019 Community Health Needs Assessment, Ascension Seton determined that it

would be valuable to solicit supplemental feedback from Travis County stakeholders and community members in 2018.

Findings from the focus group and community conversations carried out in 2018 are consistent with the top three health concerns identified by the CHA process, which identified the following:

- Access to Healthcare (includes affordability and physical access to care)
- Mental Health (includes access to providers, and treatment for conditions like depression)
- Diabetes and other Chronic Diseases

Community Health Implementation Strategy

Ascension Seton has developed 17 Community Health Implementation Strategies, one for each of its hospitals and joint venture facilities. Each plan identifies the action the hospital, with the support of the Ascension Seton network, plans to take to address the prioritized needs identified in the CHNA of its region.

Since Ascension Seton has multiple sites throughout Travis County, both inpatient and outpatient, some actions described in the Implementation Strategies are not strictly operated by Dell Seton.

Most notably, the unique partnership between Ascension Seton, Central Health and Dell Medical School at The University of Texas is the foundation of Ascension Seton's significant strategic investments to transform care delivery in Travis County, improve the health of individuals and address community health needs. The relationship has resulted in the creation of a new healthcare model based on an integrated delivery system with a focus on preventative care and chronic disease management. The three-way partnership, community organizations including Integral Care (the local mental health authority), community clinics and other providers offer care for over 100,000 patients each year.

The various actions included in the Implementation Strategy are not intended to be exhaustive or inclusive of every single Ascension Texas strategy, initiative or program. Instead, the plan highlights the most significant actions that each hospital has undertaken to address the health needs prioritized in the Community Health Needs Assessment, including those strategies that are expected to make the most significant impact on the delivery of health care in the region for the poor and vulnerable.

This implementation strategy addresses needs identified in the 2019 Ascension Seton Central Region: Travis County Community Health Needs Assessment. Dell Seton is located in Travis County.

Needs That Will Be Addressed

Dell Seton will address each of the above needs with at least two measurable goals to show improvement in the noted areas of focus

Needs That Will Not Be Addressed

Dell Seton will address all of the priority needs listed.

Summary of Implementation Strategy

Need: Access to Healthcare

Strategy: Facilitate care for patients with Opioid Use Disorder (OUD).

- The medical education system in the U.S. across disciplines is evolving in its approach to addressing addiction.
- Dell Seton's "B-Team" is a multi-disciplinary hospital-based consultation service that provides patients with OUD the opportunity to start medication-assisted treatment (MAT) through screenings, initiation of therapy and follow up with outpatient appointments.
- MAT is an evidence-based intervention for patients with OUD, combining medical with other psychosocial services including cognitive behavioral therapy, counseling and social work.

Resources and Collaboration

- Dell Seton provides resources for the time of clinicians, social workers, chaplains, physicians assistants and pharmacists in addition to other financial resources and supplies.
- As Ascension Seton affiliates with Dell Medical School to deliver health services, Dell Medical School also provides resources in support of this initiative.
- Interprofessional collaboration is critical, including physicians, nurses, social workers, chaplains, physician assistants and pharmacists.
- Community organizations including Dove Springs Clinic, CommUnityCare and the local mental health authority, Integral Care are all involved in referring and supporting work of the B-Team.

Anticipated impact:

- Train at least 100 clinicians on opioid addiction and treatment each fiscal year.
- Offer expanded continuum of care for at least 50 patients per year with opioid use disorder.

Strategy: Improve access and continuity of care for Veterans.

- Veterans endure mental health disorders, substance abuse problems, post-traumatic stress and traumatic brain injury at much higher rates than their nonmilitary counterparts.
- Veterans receive a more seamless continuum of care from a unified clinical team between the Austin Veterans Administration Outpatient Clinic and Dell Seton.
- Veterans are guided by a Veterans Administration-employed care coordinator to connect them to resources specific to this work.

Resources and Collaboration:

- Dell Seton provides staffing, financial resources, materials and supplies for this initiative.
- As Ascension Seton affiliates with Dell Medical School to deliver health services, Dell Medical School also provides resources in support of this initiative.
- Central Texas Veteran's Health Care System (CTVHCS) provides staff time and training.
- CTVHCS and the Department of Veterans Affairs, Dell Medical School and Ascension Seton collaborate on this initiative.

Anticipated Impact:

- An average of 17 Veterans per month receive better continuity of care through partnerships among providers.
- Ascension Texas continues to expand programs for Veterans with at least one Ascension Texas hospital adopting a Veterans-focused program each year.

Need: Mental and Behavioral Care

Strategy: Create a behavioral health consortium, comprised of hospital leaders and mental and behavioral health clinicians, to provide a forum to identify site-specific needs around access to mental and behavioral health services, and consider and implement best practices that improve delivery of care to a wider variety of patients both in and outside hospitals.

- Clinicians and hospital leaders have a growing desire to deliver appropriate levels of mental and behavioral health care when and where they are needed.
- Partnership between Ascension Seton and Dell Medical School and the role clinicians play in developing the entire continuum of care for brain health as part of the Austin State Hospital redesign provides context for creation of the consortium.
- Concerns related to patient, associate and clinician safety have been increasing.

Resources and Collaboration:

- Ascension Seton Shoal Creek and DePaul will provide time of clinicians, resource navigators, and administrative leaders in partnership with Ascension Medical Group
- As a partner with Ascension Seton, Dell Medical School will also provide staff and faculty time and resources to this initiative.
- Hospitals in the Ascension Texas network will provide time of clinicians and administrative leaders.
- Ascension Seton and Dell Medical School at The University of Texas, including the Network Clinical Care Councils (NC3) and Behavioral Health Strategy Group.
- Community organizations providing mental and health care services, including the local mental health authority.

Anticipated Impact:

- Expansion of coordinated continuum of care for mental and behavioral health services as measured by implementation of consortium-developed site-specific strategies.
- Metrics of the impact of specific strategies agreed upon by the consortium to be developed by July 1, 2020.

Strategy: Expand access to psychiatric services through telemedicine.

- Ascension Texas is implementing new platforms to deliver psychiatric services and will act as a hub accessible from designated sites to receive psychiatric consults 24 hours a day, seven days a week.
- Behavioral health comorbidities impact a significant portion of the population.
- More than 60 percent of patients served are low-income, uninsured or on Medicaid.

Resources and Collaboration:

- Dell Seton will provide time of clinicians, residents, and administrative leaders.
- As a partner with Ascension Seton, Dell Medical School will also provide staff and faculty time and resources to this initiative.
- Dell Seton provides technological equipment necessary to deliver telepsychiatry services.
- Dell Seton works in partnership with Dell Medical School Department of Psychiatry.
- Community organizations providing mental and health care services, including the local mental health authority.

Anticipated Impact:

- Expand mental health assessments and referral consults to 4-6 extra per day.
- Provide 8 hours of training per year for clinicians, residents, and social workers.

Need: Chronic Disease

Strategy: Provide treatment, care coordination and support groups for adults with one or more chronic conditions (including diabetes, heart disease, HIV-AIDS, brain health/stroke, cancer).

- The target population for these programs are primarily low-income uninsured and under-insured individuals who have one or more chronic health conditions.
- Recognizing the need for ongoing support for persons with chronic disease, support groups are hosted and led by leaders from multiple disciplines, including clinicians, educators, navigators and chaplains.

Resources and Collaboration:

- Dell Seton provides time of clinicians, residents, chaplains and administrative leaders.
- As a partner with Ascension Seton, Dell Medical School also provides staff and faculty time and resources to this initiative.
- Dell Seton will collaborate with community and other clinics that refer patients to care and support groups.
- Dell Seton will collaborate with Dell Medical School faculty and staff.

Anticipated Impact:

- Improved self-care practices for patients and community members with chronic conditions as reported to care providers, with baselines to be established in FY20.
- Improved outreach with community partners to increase awareness of and participation in support groups, with baselines to be established in FY20.

Prioritized Need #1: Access to Healthcare

GOAL: Improve access to care for vulnerable populations

Action Plan

<p>STRATEGY 1: Facilitate care for patients with Opioid Use Disorder (OUD).</p>
<p>BACKGROUND INFORMATION:</p> <ul style="list-style-type: none"> • The medical education system in the U.S. across disciplines is evolving in its approach to addressing addiction. • Dell Seton’s “B-Team” is a multi-disciplinary hospital-based consultation service that provides patients with OUD the opportunity to start medication-assisted treatment (MAT) through screenings, initiation of therapy and follow up with outpatient appointments. • MAT is an evidence-based intervention for patients with OUD, combining medical with other psychosocial services including cognitive behavioral therapy, counseling and social work.
<p>RESOURCES:</p> <ul style="list-style-type: none"> • Dell Seton provides resources for the time of clinicians, social workers, chaplains, physicians assistants and pharmacists in addition to other financial resources and supplies. • As Ascension Seton affiliates with Dell Medical School to deliver health services, Dell Medical School also provides resources in support of this initiative.
<p>COLLABORATION:</p> <ul style="list-style-type: none"> • Interprofessional collaboration is critical, including physicians, nurses, social workers, chaplains, physician assistants and pharmacists. • Community organizations including Dove Springs Clinic, CommUnityCare and the local mental health authority, Integral Care are all involved in referring and supporting work of the B-Team.
<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Train leaders at the hospital and partner organizations on opioid addiction and work with partners to create awareness about addiction and treatment. 2. Teach colleagues how to quickly identify a patient with OUD and the protocols of starting a patient on buprenorphine if warranted. 3. Offer just-in-time training for primary teams, nurses and pharmacists for those not familiar with the medication. 4. Serve as hospital-based consultation service for network and other providers.
<p>ANTICIPATED IMPACT:</p> <ol style="list-style-type: none"> I. Train at least 100 clinicians on opioid addiction and treatment each fiscal year. II. Offer expanded continuum of care for at least 50 patients per year with opioid use disorder.

STRATEGY 2: Improve access and continuity of care for Veterans.

BACKGROUND INFORMATION:

- Veterans endure mental health disorders, substance abuse problems, post-traumatic stress and traumatic brain injury at much higher rates than their nonmilitary counterparts.
- Veterans receive seamless continuum of care from a unified clinical team between the Austin Veterans Administration Outpatient Clinic and Dell Seton.
- Veterans are guided by a Veterans Administration-employed care coordinator to connect them to resources specific to this work.

RESOURCES:

- Dell Seton provides staffing, financial resources, materials and supplies for this initiative.
- As Ascension Seton affiliates with Dell Medical School to deliver health services, Dell Medical School also provides resources in support of this initiative.
- Central Texas Veteran's Health Care System provides staff time and training.

COLLABORATION:

- Central Texas Veterans Health Care System (CTVHCS), and the Department of Veterans Affairs, Dell Medical School and Ascension Seton collaborate on this initiative.

ACTIONS:

1. Develop primary care residency track for Dell Medical School and Ascension Seton's residents at the CTVHCS.
2. Research collaboration to enhance therapies and knowledge to better treat Veterans and other in the Central Texas region.

ANTICIPATED IMPACT:

- I. An average of 17 Veterans per month receive better continuity of care through partnerships among providers.
- II. Ascension Texas continues to expand programs for Veterans with at least one Ascension Texas hospital adopting a Veterans-focused program each year.

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	HEALTHY PEOPLE 2020:
Strategy 1: I and II, Strategy 2: I and II	Austin/Travis County 2018 Community Health Improvement Plan Goal 1: Every Travis County resident has access to culturally sensitive, affordable, equitable, and comprehensive healthcare.	Department of State Health Services Strategic Plan: Goal 1: Improve health through prevention and population-health strategies.	Healthy People 2020 AHS-6 Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care.

Prioritized Need #2: Mental and Behavioral Care

GOAL: Improve coordination and provision of mental and behavioral care and safety of patients, community and clinicians

Action Plan

STRATEGY 1: Create a behavioral health consortium, comprised of hospital leaders and mental and behavioral health clinicians, to provide a forum to identify site-specific needs around access to mental and behavioral health services, and consider and implement best practices that improve delivery of care to a wider variety of patients both in and outside hospitals.

BACKGROUND INFORMATION:

- Clinicians and hospital leaders have a growing desire to deliver appropriate levels of mental and behavioral health care when and where they are needed.
- Partnership between Ascension Texas and Dell Medical School and the role clinicians play in developing the entire continuum of care for brain health as part of the Austin State Hospital redesign provides context for creation of the consortium.
- Concerns about patient, associate and clinician safety have been increasing.

RESOURCES:

- Ascension Seton Shoal Creek and DePaul will provide time of clinicians, resource navigators and administrative leaders in partnership with Ascension Medical Group.
- As a partner with Ascension Texas, Dell Medical School will also provide staff and faculty time and resources to this initiative.
- Hospitals in the Ascension Texas network will provide time of clinicians and administrative leaders.

COLLABORATION:

- Ascension Texas and Dell Medical School at The University of Texas, including the Network Clinical Care Councils (NC3) and Behavioral Health Strategy Group.
- Community organizations providing mental and health care services, including the local mental health authority.

ACTIONS:

1. Leaders at Ascension Seton Shoal Creek and DePaul, in partnership with Dell Medical School faculty, identify leaders and convene the consortium by March 2020.
2. By July 1, 2020, consortium creates charter and goals and establishes timeline for implementation.
3. By January 2021, consortium has implemented strategies in at least three Ascension Texas sites to improve coordination, provision of care and/or safety of patients, community and/or clinicians.
4. By July 2021, consortium evaluates experience of strategies of at least three sites to assess effectiveness and makes recommendations for improvement based on findings.

ANTICIPATED IMPACT:

- I. Expansion of coordinated continuum of care for mental and behavioral health services as measured by implementation of consortium-developed site-specific strategies.
- II. Metrics of the impact of specific strategies agreed upon by the consortium to be developed by July 1, 2020.

STRATEGY 2: Expand access to psychiatric services through telemedicine.
<p>BACKGROUND INFORMATION:</p> <ul style="list-style-type: none"> Ascension Texas is implementing new platforms to deliver psychiatric services and will act as a hub accessible from designated sites to receive psychiatric consults 24 hours a day, seven days a week. Behavioral health comorbidities impact a significant portion of the population. More than 60 percent of patients served are low-income, uninsured or on Medicaid.
<p>RESOURCES:</p> <ul style="list-style-type: none"> Dell Seton will provide time of clinicians, residents, and administrative leaders. As a partner with Ascension Seton, Dell Medical School will also provide staff and faculty time and resources to this initiative. Dell Seton provides technological equipment necessary to deliver telepsychiatry services.
<p>COLLABORATION:</p> <ul style="list-style-type: none"> Dell Seton works in partnership with Dell Medical School Department of Psychiatry. Community organizations providing mental and health care services, including the local mental health authority.
<p>ACTIONS:</p> <ol style="list-style-type: none"> Establish systems and technology to allow for 24/7 video consultations of patients with mental health specialists. Train social workers and emergency room physicians on the availability and use of telemedicine psychiatric evaluations. Deliver video consultations to patients with identified mental health needs.
<p>ANTICIPATED IMPACT:</p> <ol style="list-style-type: none"> Expand mental health assessments and referral consults to 4-6 extra per day. Provide 8 hours of training per year for clinicians, residents, and social workers.

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	HEALTHY PEOPLE 2020:
Strategy 1: I and II, Strategy 2 I and II	Austin/Travis County 2018 Community Health Improvement Plan Goal 4: Advance mental wellness, recovery and resilience through equitable access to responsive, holistic, and integrated community healthcare systems.	Department of State Health Services Strategic Plan: Goal 1: Improve health through prevention and population-health strategies.	Healthy People 2020 MHMD-9 Increase the proportion of adults with mental health disorders who receive treatment.

Prioritized Need #3: Chronic Disease

GOAL: Improve coordination of care for adults with one or more chronic conditions.

Action Plan

<p>STRATEGY 1: Provide treatment, care coordination and support for adults with one or more chronic conditions (including diabetes, heart disease, HIV-AIDS, brain health/stroke, cancer).</p>
<p>BACKGROUND INFORMATION:</p> <ul style="list-style-type: none"> • The target population for these programs are primarily low-income uninsured and under-insured individuals who have one or more chronic health conditions. • Recognizing the need for ongoing support for persons with chronic disease, support groups are hosted and led by leaders from multiple disciplines, including clinicians, educators, navigators and chaplains.
<p>RESOURCES:</p> <ul style="list-style-type: none"> • Dell Seton provides time of clinicians, residents, chaplains and administrative leaders. • As a partner with Ascension Seton, Dell Medical School also provides staff and faculty time and resources to this initiative.
<p>COLLABORATION:</p> <ul style="list-style-type: none"> • Dell Seton will collaborate with the community and other clinics that refer patients to care and support groups. • Dell Seton will collaborate with Dell Medical School faculty and staff.
<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Develop chronic care management plans for patients. 2. Provide education, coaching, navigation (for certain conditions) and support groups regarding optimal self-care and referrals, if available, to community resources.
<p>ANTICIPATED IMPACT:</p> <ol style="list-style-type: none"> I. Improved self-care practices for patients and community members with chronic conditions as reported to care providers, with baselines to be established in FY20. II. Improved outreach with community partners to increase awareness of and participation in Dell Seton Medical programs, with baselines to be established in FY20.

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	HEALTHY PEOPLE 2020:
I and II	Austin/Travis County 2018 Community Health Improvement Plan Goal 2: Prevent and reduce the occurrence and severity of chronic disease through collaborative approaches to health that create environments that support, protect, and improve the well-being of all communities.	Department of State Health Services Strategic Plan: Goal 1: Improve health through prevention and population-health strategies.	Healthy People 2020 HRQOL/WB-1 Increase the proportion of adults who self-report good or better health.

Approval

Prepared by Ascension Seton. Formally recommended and approved by the Ascension Seton Board of Directors on October 23, 2019 and thereafter approved and adopted by the Ascension Texas Board of Directors on October 23, 2019.