

Touro Infirmary

Implementation Plan

October 2015



Table of Contents

- ❑ Introduction... Page: 2
- ❑ Community Definition... Page: 3
- ❑ Methodology... Page: 4
- ❑ Community Health Needs and Implementation Plan... Page: 6

Introduction

Touro Infirmary is a 280-bed faith-based acute care community hospital located in New Orleans, LA, and one of a network of 4 not-for-profit hospitals throughout the Greater New Orleans area. In response to its community commitment, Touro Infirmary contracted with Tripp Umbach to facilitate a comprehensive Community Health Needs Assessment (CHNA). The community health needs assessment was conducted between March 2015 and October 2015 (See the Touro Infirmary Community Health Needs Assessment for the full report).

This report is the follow-up implementation plan that fulfills the requirements of the Internal Revenue Code 501(r)(3); a statute established within the Patient Protection and Affordable Care Act (ACA) requiring that non-profit hospitals develop implementation strategies to address the needs identified in the community health needs assessment completed in three-year intervals. The community health needs assessment and implementation planning process undertaken by Touro Infirmary, with project management and consultation by Tripp Umbach, included extensive input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of public health issues. Tripp Umbach worked closely with leadership from Touro Infirmary and a project oversight committee, to accomplish the assessment and implementation plan.

This implementation plan includes strategies to address the community health priorities which were identified and prioritized based on the input of community leaders representing the communities served by Touro Infirmary. Those priorities are: 1) access to health services; 2) behavioral health and substance abuse; and 3) resource awareness and health literacy. As a non-profit hospital, Touro Infirmary intends to provide care to residents regardless of their insurance status.

Community Definition

While community can be defined in many ways, for the purposes of this report, the **Touro Infirmiry** community is defined as 16 zip codes – including 2 parishes that hold a large majority (80%) of the inpatient discharges for the hospital (See Table 1 and Figure 1).

Touro Infirmiry Community

Table 1

Table 1. Touro Infirmiry Study Area Definition – Zip Codes					
City	Zip Code	Parish	City	Zip Code	Parish
New Orleans	70113	Orleans Parish	New Orleans	70124	Orleans Parish
New Orleans	70114	Orleans Parish	New Orleans	70125	Orleans Parish
New Orleans	70115	Orleans Parish	New Orleans	70126	Orleans Parish
New Orleans	70116	Orleans Parish	New Orleans	70127	Orleans Parish
New Orleans	70117	Orleans Parish	New Orleans	70128	Orleans Parish
New Orleans	70118	Orleans Parish	New Orleans	70130	Orleans Parish
New Orleans	70119	Orleans Parish	New Orleans	70131	Orleans Parish
New Orleans	70122	Orleans Parish	Chalmette	70043	St. Bernard Parish

Figure 1: Touro Infirmiry Community Map



Methodology

Tripp Umbach facilitated and managed an implementation planning process on behalf of Touro Infirmary, resulting in the development of an implementation strategy and plan to address the needs identified in their community health needs assessment completed in 2015 (i.e., access to health services; behavioral health and substance abuse; resource awareness and health literacy; access to healthy options; and behaviors that impact health).

Key elements of the implementation planning process included:

- ❑ **Implementation Strategy Process Planning:** A meeting was facilitated by the consultants and the CHNA oversight committee consisting of leadership from Touro Infirmary.
- ❑ **Community Health Needs Assessment Review:** Tripp Umbach worked with the Touro Infirmary to present a review of the Community Health Needs Assessment findings to hospital leaders in a meeting held on October 8, 2015.
- ❑ **Inventory of Internal Hospital Resources:** An online survey was developed based on the underlying factors identified as driving the significant health needs in the Touro Infirmary Community Health Needs Assessment. The survey was reviewed and administered by hospital leadership to key staff of the hospital which completed the survey. The internal survey identified what programs and services are offered at Touro Infirmary that meet significant community health needs.
- ❑ **Review of CHNA, Internal Practices, and Plan Development:** Tripp Umbach facilitated a brief overview of the CHNA findings and community health priorities identified by community leaders during the community health needs assessment process. Hospital leadership then participated in a discussion to determine which of the previously identified community health priorities could be and which could not be addressed by Touro Infirmary. Once the most appropriate priorities for the hospital to address were selected; Tripp Umbach facilitated a review of strategy and evidence-based practices among hospital leaders. Hospital leadership reviewed and discussed the strategy and subsequent action steps needed to begin to address the health needs identified in the service area. Hospital leaders aligned needs with best practice models and available resources, defined action steps, timelines, and potential partners for each need to develop the accompanying implementation plan.

- ❑ **Final Implementation Planning Report:** A final report was developed that details the implementation plan the hospital will use to address the community health priorities identified by the Touro Infirmary Community Health Needs Assessment which includes:
- ✓ Objectives
 - ✓ Anticipated impact
 - ✓ Target population
 - ✓ Planned action steps
 - ✓ Planned resource commitment
 - ✓ Collaborating organizations
 - ✓ Evaluation methods and metrics

Community Health Needs and Implementation Plan

Community Health Needs Implementation Planning Meeting

Qualitative and informational data were presented during a meeting held on October 21, 2015 with Touro Infirmary leadership with the purpose of selecting significant community health needs for hospital implementation planning.

Tripp Umbach presented the results of the CHNA and the community health priorities (i.e., access to health services; behavioral health and substance abuse; and resource awareness and health literacy), which were determined by a process that included input from community leaders representing communities served by the hospital. These findings were used to engage the hospital leaders in a group discussion related to the needs that Touro Infirmary would address in implementation planning. The hospital leaders were asked to discuss a plan for health improvement in their community, and select the needs that they felt the hospital could address and assist the community in resolving, and those that they felt the hospital would not be well positioned to resolve.

During the process, hospital leaders were asked to ascertain the needs that were identified through the assessment process that they did not feel they could meet, and then, provide a rationale for the decisions. The following is a list of those needs that were identified as not being met by the hospital during this reporting period, including a rationale for those decisions.

Behavioral Health and Substance Abuse:

Due to resource constraints, Touro Infirmary is currently not in a position to provide certain services outside of our primary scope. Behavioral health services have not been incorporated into our community benefit plan because it is not a competency of the hospital and infrastructure is unavailable to sustain programs. Referrals for mental health services are provided from local sources. As resources become available Touro Infirmary will continue to use the CHNA as a guide for future priorities. An updated inventory of available community resources is provided as an appendix in the hospital's 2015 CHNA.

External Resources for Behavioral Health Services in available to residents served by Touro Infirmary:

- ✓ Access Health Louisiana
- ✓ Access Pregnancy and Referral Centers
- ✓ Accessibility Community Living, Inc.
- ✓ Addiction Counseling & Educational Resources (ACER)
- ✓ Addiction Recovery Resources
- ✓ Advocates for Juvenile & Adults Rights, Inc. (A.J.A.R)
- ✓ Alphacare Support Coordination, LLC
- ✓ Arc of Greater New Orleans
- ✓ Assisi Bridge House
- ✓ Assurance Care Provider, LLC
- ✓ Autism Society - Greater New Orleans Chapter
- ✓ Beacon Behavioral Hospital
- ✓ BHG New Orleans Downtown Treatment Center
- ✓ BHG New Orleans Westbank Treatment Center
- ✓ Bridge House Corporation
- ✓ Catholic Charities Archdiocese of New Orleans
- ✓ Celebration Hope Center
- ✓ Center for Hope Children and Family Services
- ✓ Children's Hospital
- ✓ Choices of Louisiana, Inc.
- ✓ Common Ground Health Clinic
- ✓ Community Care Hospital
- ✓ Community Mental Health Clinic
- ✓ Covenant House
- ✓ Crossroads Louisiana Inc.
- ✓ Daughters of Charity Health Center
- ✓ Duracare Counseling & Consulting Services, LLC
- ✓ East Jefferson General Hospital
- ✓ Easter Seals Louisiana
- ✓ Family Service of Greater New Orleans
- ✓ Gateway Recovery Systems
- ✓ Greater New Orleans Resource Center on Developmental Disabilities
- ✓ Greenpath International Inc.
- ✓ Gulf South Addiction & Wellness, LLC
- ✓ Holistic Educational Rehabilitation Center
- ✓ Jefferson Community Health Care Centers
- ✓ Kingsley House, Inc.
- ✓ Lakeview Regional Medical Center
- ✓ Louisiana Department of Health & Hospitals
- ✓ Magnolia Community Services
- ✓ Mercy Family Center
- ✓ Metropolitan Human Services District
- ✓ MMO Behavioral Health System
- ✓ New Orleans Aids Task Force
- ✓ New Orleans Children's Health Project
- ✓ New Orleans Council on Aging
- ✓ New Orleans East Louisiana Community Health Center
- ✓ Northlake Behavioral Health System
- ✓ Ochsner Health System
- ✓ Odyssey House Louisiana (OHL)
- ✓ Options for Independence
- ✓ Positive Living Treatment Center
- ✓ Resources for Human Development
- ✓ Responsibility House
- ✓ River Oaks Hospital
- ✓ Riverside Medical Center
- ✓ Seaside Health Care
- ✓ St. Thomas Community Health Center
- ✓ Strive Incorporated
- ✓ Teche Action Clinic
- ✓ Thibodaux Regional Medical Center
- ✓ Townsend
- ✓ Triumph of Special People
- ✓ Tulane University School of Medicine
- ✓ Volunteers of America Of GNO
- ✓ Youth Service Bureau

Hospital leaders believe the following health needs are those to which Slidell Memorial Hospital is best positioned to dedicate resources to address within their community.

**Access to health services and
Resource awareness and health literacy**

Tripp Umbach completed an independent review of existing data, in-depth interviews with community stakeholders representing a cross-section of agencies, and detailed input provided by the focus groups, which resulted in the identification of key community health priorities that community leaders felt related to the Slidell Memorial Hospital population. A summary of the community health priorities in the Touro Infirmary community and the implementation strategy developed to address those needs follows:

**KEY COMMUNITY HEALTH PRIORITY #1:
INCREASING ACCESS TO HEALTHCARE**

Underlying factors identified by secondary data and primary input from community leaders, community stakeholders, and resident survey respondents:

1. Residents need solutions that reduce the financial burden of health care.
2. Provider to population ratios that are not adequate enough to meet the need.
3. Need for care coordination.
4. Limited access to healthcare as a result of transportation issues.

Increasing access to healthcare is identified as the number one community health priority by community leaders. Access to health care is an ongoing health need in rural areas across the U.S. Apart from issues related to insurance status and the Medicaid waiver¹, access to health care in the hospital service area is limited by provider to population ratios that cause lengthy wait times to secure appointments,

¹ In 2015, there are multiple Medicaid Waivers operating in Louisiana. Residents are qualify for one of the Medicaid Waivers whereby receiving health services from health providers which accept the Medicaid Waiver, and are then eligible for Medicaid reimbursement.

location of providers, transportation issues, limited awareness of residents related to the location of health services, as well as preventive practices.

While Touro Infirmary, a hospital in the LCMC Health System, provides access to affordable healthcare in numerous ways, the need to improve access was identified through the most recent community health needs assessment. Recognizing that Touro Infirmary is not the only medical resource in the hospital’s service area, hospital leadership developed the following three-year strategy to further align the resources of the hospital with the health needs of the community:

NEED: Access to Health Services UNDERLYING FACTORS: Residents need solutions that reduce the financial burden of health care; provider to population ratios that are not adequate enough to meet the need; need for care coordination; and limited access to healthcare as a result of transportation issues ANTICIPATED IMPACT: Increase the access that residents in communities served by Touro Infirmary have to health services by increasing health professionals, access to information about financial assistance, and information about transportation options.				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners
Offer access to information and assistance related to the affordability of health services	Patients receiving care at Touro Infirmary regardless of ability to pay	Year 1-3: 1. Offer information related to navigating the healthcare payment system including Medicaid enrollment. A. Patient navigation and patient financial services B. Case managers and social workers 2. Offer assistance with the cost of health services secured at Touro Infirmary through: A. The Financial Assistance Policy B. Discounts in billing for the uninsured	Year 1-3: 1A: Document # patients served by financial counselor 1B: Develop a method of measurement 2A: Document the availability of the FAP 2B: Document # of financial arrangements made	Year1-3: Potential Partners: Resources: Salaries and staff time of financial counselors, and unfunded care budget
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners

NEED: Access to Health Services UNDERLYING FACTORS: Residents need solutions that reduce the financial burden of health care; provider to population ratios that are not adequate enough to meet the need; need for care coordination; and limited access to healthcare as a result of transportation issues ANTICIPATED IMPACT: Increase the access that residents in communities served by Touro Infirmary have to health services by increasing health professionals, access to information about financial assistance, and information about transportation options.				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners
Increase the number of physicians trained in the Touro Infirmary community	Physician shortage areas	Year 1-3: 1. Introduce local residents and youth to careers in healthcare through: A. Healthcare Career Camp B. Junior Volunteer Program 2. Serve as a teaching hospital to provide training and education for physicians in a variety of specialties through: A. Graduate Medical Education clinical training B. Physician recruitment	Year 1-3: 1A: Document # of Healthcare Career Camp participants & schools/zips 1B: Document # of Junior Volunteers and Demographics of Junior Volunteer Program participants 2A: Document # students, residents and fellows trained at Touro Infirmary annually 2B: Number of physicians recruited	Year1-3: Potential Partners: LSU Tulane University Crescent City physicians Inc. Resources: Costs, staff time, funding, and compensation for oversight
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners

NEED: Access to Health Services UNDERLYING FACTORS: Residents need solutions that reduce the financial burden of health care; provider to population ratios that are not adequate enough to meet the need; need for care coordination; and limited access to healthcare as a result of transportation issues ANTICIPATED IMPACT: Increase the access that residents in communities served by Touro Infirmary have to health services by increasing health professionals, access to information about financial assistance, and information about transportation options.				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners
Increase awareness of supportive services/programs in the community that improve access to health services	Patients receiving care at Touro Infirmary regardless of ability to pay	Year 1-3: 1. Assist Touro patients in identifying transportation resources and programs in the community through: <ul style="list-style-type: none"> A. Touro Infirmary Foundation B. Social work, case management, and patient navigators C. Parking validation 	Year 1-3: 1A: Document # of Touro patients helped by the Foundation 1B: Develop methods to track transportation. 1C: Document the # of parking validation.	Year1-3: Potential Partners: American Cancer Society road to recovery program Resources: Financial resources and staff time
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners
Increase access to accurate information and health services related to maternal health	Expecting mothers receiving care at Touro Infirmary regardless of ability to pay	Year 1-3: 1. Offer a comprehensive, individualized and positive approach to birth preparation, labor and delivery and postpartum care. <ul style="list-style-type: none"> A. The Family Birthing Center B. Web resources (educational material, classes, etc.) C. Onsite, internet and community based classes to improve maternal and child health. 2. Strive to improve birth outcomes for patients served by Touro Infirmary	Year 1-3: 1A: Document # of deliveries (particularly Medicaid/uninsured) 1B: Document # of Web hits 1C: Document class offerings annually and # of class attendees by zip 2A: Policy or procedures for	Year1-3: Potential Partners: Children’s Hospital of New Orleans Nurse Family Partnership March of Dimes Resources: Staff time, committed space, medical equipment, website resources

NEED: Access to Health Services UNDERLYING FACTORS: Residents need solutions that reduce the financial burden of health care; provider to population ratios that are not adequate enough to meet the need; need for care coordination; and limited access to healthcare as a result of transportation issues ANTICIPATED IMPACT: Increase the access that residents in communities served by Touro Infirmary have to health services by increasing health professionals, access to information about financial assistance, and information about transportation options.				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners
		A. Delay early delivery B. Lactation consultation 3. Connect new parents to pediatricians for continuity of care A. Partnership with Children’s Hospital B. Web link provided on the birthing center webpage that offers information about pediatricians in local communities C. Touro Infirmary will distribute informational packets to all patients, which includes a pediatrician insert.	delaying 2B: Document # of deliveries 3B: Document existence of web information 3C: Document # of packets delivered to Ob/Gyn offices	

KEY COMMUNITY HEALTH NEED #3: RESOURCE AWARENESS AND HEALTH LITERACY

Underlying factors identified by secondary data and primary input from community leaders, community stakeholders and resident survey respondents:

1. A lack of awareness about health resources
 - ✓ System navigation
2. Presence of barriers related to literacy, awareness and language
 - ✓ System navigation
 - ✓ Need to increase culturally sensitive clinical care and educational outreach to vulnerable populations

Improving resource awareness and health literacy was identified as a top health priority for the Touro Infirmery service area. While there has been a great deal of development in community-based health services in recent years; there is limited awareness among residents regarding where to secure services and the health provider landscape remains largely disjointed. According to stakeholders and community leaders, efforts to better connect services providers (e.g., the health information exchanges, electronic medical records, etc.) are in the earliest stages of development. Additionally, there are residents with limited English speaking skills making health literacy and system navigation a health concern. There is agreement across data sources in support of improving resource awareness, health literacy of residents and cultural sensitivity of providers in the hospital service area.

While Touro Infirmery, a hospital in the LCMC Health System, provides programs and services which aims to increase resource awareness and health literacy, the need to improve resource awareness and health literacy was identified through the most recent community health needs assessment. Recognizing that Touro Infirmery is not the only medical resource in the hospital's service area, hospital leadership developed the following three-year strategy to further align the resources of the hospital with the health needs of the community:

NEED: Resource Awareness and Health Literacy UNDERLYING FACTORS: Lack of awareness about health resources, challenges navigating health resources, and barriers related to literacy, and awareness ANTICIPATED IMPACT: Increase the awareness of residents and providers related to health service and resource availability as well as access to accurate information related to healthcare in the communities served by Touro Infirmary				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners
Increase access to accurate health education and outreach services on site at the hospital, in the community, and online.	Residents of communities served by Touro Infirmary	Year 1-3: 1. Provide a variety of events, topics, screenings and health information that are relevant to the needs of the Touro community with a particular focus on underserved areas, identified barriers and needs identified by the most recent CHNA. A. Community seminars, screenings and events B. Support Groups and Education C. Physician Referral Webpage/phone # D. Educational material and classes offered online E. Touro’s Diabetes Center F. Supportive Cancer Care Center G. Rehabilitation Support Groups (inpatient and outpatient) H. Support of local community based organizations	Year 1-3: 1A: Document # of events each year, # of event attendees, and # residents screened 1B: Document FBC demo stats: age, zip, race/ethnicity, insurance, # support groups and community events, and # of expecting Touro parents who have utilized the childbirth education 1C: Document the reach of community outreach marketing efforts and topics covered 1D: Document physician referral web traffic: total number of visits 1E: Document web hits for patient education library 1F-H: Document # served 1I: Document support provided	Year1-3: Potential Partners: Amer. Cancer Society Amer. Diabetes Assoc. Amer. Heart Association Amer. Lung Association Brain Injury Assoc. of LA Great 100 Nurses Greater New Orleans Breastfeeding Coalition La Leche League March of Dimes Parkinson’s Action Network Susan G. Komen Resources: Budget/funding, staff time, web resources, etc.
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners

NEED: Resource Awareness and Health Literacy UNDERLYING FACTORS: Lack of awareness about health resources, challenges navigating health resources, and barriers related to literacy, and awareness ANTICIPATED IMPACT: Increase the awareness of residents and providers related to health service and resource availability as well as access to accurate information related to healthcare in the communities served by Touro Infirmary				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners
Provide health services in the patients language of preference when offering care at Touro Infirmary	Patients with limited English speaking skills receiving care at Touro infirmary	Year 1-3: 1. Provide language translation when indicated through: A. Language Line	Year 1-3: 1A: Document # of uses of the language line and languages used.	Year1-3: Potential Partners: One World Language, Resources: Cost of language line