



Knapp Medical Center

COMMUNITY HEALTH  
IMPLEMENTATION STRATEGY  
**2020 - 2022**

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## INTRODUCTION

Knapp Medical Center is a 227-bed not-for-profit acute care hospital located in Weslaco, Texas. Knapp is part of Prime Healthcare Services, a California-based system of more than forty hospitals nationwide. The Medical Center's primary service area is referred to as the Mid-Valley.

The Medical Center employs more than 600 people and is one of the Mid-Valley's largest private employers. More than 300 physicians, most of them independent professional practitioners, serve on the Knapp Medical Staff.

Knapp Medical Center serves a broad spectrum of patients in the community and provides numerous services to meet the needs of these patients. Examples of the services provided by the Medical Center include:

- ▶ 24 Hour Emergency Department –  
Advanced (Level III) Trauma Center
- ▶ Adult Medicine
- ▶ Cardiology
- ▶ Critical Care/ICU
- ▶ Inpatient and Outpatient Surgery
- ▶ Pediatrics
- ▶ Women's Health
- ▶ Obstetrics/Gynecology
- ▶ Neonatal Care

The Medical Center's Outpatient Center provides over an array of services, including:

- ▶ Imaging
- ▶ Cardiopulmonary Services
- ▶ Endoscopy Procedures
- ▶ Wound Care
- ▶ Laboratory
- ▶ Nutrition Counseling
- ▶ Rehabilitation

## IDENTIFYING HEALTH NEEDS

A community health needs assessment was conducted during 2019. Community input was provided through key stakeholder forums and a community health survey, including representatives from:

- ▶ Medical providers
- ▶ Local healthcare leaders
- ▶ Social service agencies
- ▶ Local school systems and universities
- ▶ Public health agencies
- ▶ Government officials
- ▶ Local businesses

Population demographics and socioeconomic characteristics of the community were gathered and reported utilizing various third parties. The health status of the community was then reviewed. Information on the leading causes of death and morbidity information was analyzed in conjunction

with health outcomes and factors reported for the community by CountyHealthrankings.org and other third parties.

This data was analyzed and reviewed to identify health issues of uninsured persons, low-income persons and minority groups, and the community. As a result of the analysis described above, the following health needs were identified as the most significant health needs for the community:

- ▶ Lack of Primary Care Physicians / Access to Primary Care Physicians
- ▶ Healthy Behaviors / Lifestyle Choices
- ▶ Obesity
- ▶ Uninsured / Limited Insurance / Access
- ▶ Affordability of Healthcare Services
- ▶ Lack of Mental Health / Addiction Providers and Services
- ▶ Chronic Diseases (Diabetes, Heart Disease, Stroke, Kidney, Cancer)
- ▶ Poor Nutrition / Limited Access to Healthy Food Options
- ▶ Lack of Specialists / Access to Specialists
- ▶ Lack of Health Knowledge / Education

The identified health needs were reviewed by the Medical Center's management and priority areas, included in the table below, were determined based on their assessment of the qualitative and quantitative data. Identified needs were prioritized based on the following criteria:

1. The number of people affected by the issue or the size of the issue.
2. What are the consequences of not addressing this problem?
3. The impact of the problem on vulnerable populations.
4. The importance the problem is to the community.
5. The prevalence of common themes.

Identified Priority	Correlated Community Health Need
Improve Education and Services Around Chronic Diseases	▶ Healthy Behaviors / Lifestyle Choices
	▶ Obesity
	▶ Chronic Diseases (Diabetes, Heart Disease, Stroke, Kidney, Cancer)
	▶ Poor Nutrition / Limited Access to Healthy Food Options
	▶ Lack of Health Knowledge / Education
Improve Access to Health Care	▶ Lack of Primary Care Physicians / Access to Primary Care Physicians
	▶ Uninsured / Limited Insurance / Access
	▶ Affordability of Healthcare Services
	▶ Lack of Mental Health / Addiction Providers and Services
	▶ Lack of Specialists / Access to Specialists

**PRIORITY 1: IMPROVE ACCESS TO PRIMARY CARE SERVICES & SPECIALISTS****GOAL 1: INCREASE THE NUMBER OF PRIMARY CARE PHYSICIANS & SPECIALISTS IN THE  
MID-VALLEY AREA****STRATEGIES:**

- ▶ Open new University of Texas Rio Grande Valley (“UTRGV”) Internal Medicine Residency Program at Knapp Medical Center in July 2020
- ▶ Fourth class of UTRGV / Knapp Medical Center Family Practice Residency Program to begin in July 2020
- ▶ Add additional specialists to Knapp Medical Staff (including cardiologists, surgeons and urologists)
- ▶ Add additional specialists to UTRGV / Knapp Family Health Center in Mercedes (including Endocrine/General Surgeons; Ear, Nose and Throat/Head and Neck Surgeons; Urologist, and Pediatrician)
- ▶ Build relationships with other healthcare organizations and physician groups in the community who may wish to employ a family practice resident(s) or internal medicine resident(s) once they complete the 3-year program (such as Rio Grande Medicine and graduating resident Dr. Eddy Berges)

**GOAL 2: OPERATE CLINICS TO PROVIDE PRIMARY CARE IN THE MID-VALLEY****STRATEGIES:**

- ▶ Provide clinic space for new UTRGV Internal Medicine Residency Program at Knapp Medical Center (in the Knapp Medical Arts Pavilion in Weslaco)
- ▶ Continue to operate “The Clinic” in Weslaco, to increase access of care in the area
- ▶ Work with University of Texas Rio Grande Valley to transition to a new director for UTRGV / Knapp Family Practice Residency Clinic in Mercedes (Dr. Gerardo Munoz Monaco), to see patients there along with 18 Family Practice residents
- ▶ Work with UTRGV to onboard director and associate director for new UTRGV Internal Medicine Residency Program at Knapp (Dr. Timothy Heath and Dr. Fatimah Bello, respectively), to see patients along with 15 Internal Medicine physician residents

**PRIORITY 2: IMPROVE EDUCATION AND SERVICES AROUND CHRONIC DISEASES****GOAL 1: PROVIDE FREE HEALTHCARE EDUCATIONAL OPPORTUNITIES**

## STRATEGIES:

- ▶ Continue free Senior Health Talk series, including through Facebook Live during COVID-19, to offer residents a chance to hear a physician speak on healthcare topics such as diabetes, heart disease, stroke, cancer, etc.
- ▶ When COVID-19 guidelines permit, resume free health fairs to address kidney disease, heart disease, diabetes, women's health, etc.
- ▶ Continue education messages on chronic diseases as well as COVID-19 through social media such as Facebook and Instagram as well as through patient education TV screens in hospital waiting area.

**GOAL 2: WORK WITH ELECTED REPRESENTATIVES TO ENCOURAGE EXTENSION OF HEALTH INSURANCE TO UNINSURED RESIDENTS**

## STRATEGIES:

- ▶ Provide information to patients on how to apply for insurance coverage
- ▶ Hospital provides millions of dollars in charity care each year
- ▶ Support creation of health care district to help address uninsured population, by working with other hospitals in Hidalgo County as well as county and city officials and state representatives.

**PRIORITY 3: COLLABORATE WITH COMMUNITY ORGANIZATIONS ON HEALTH AND WELLNESS****GOAL 1: CREATE GREATER AWARENESS OF THE EPIDEMIC OF DIABETES IN OUR COMMUNITY, HOW IT CAN BE PREVENTED AND HOW IT CAN BE CONTROLLED**

## STRATEGIES:

- ▶ Improve services for diabetes and other patients with chronic diseases through treatment through the new UTRGV Internal Medicine Residency Program at Knapp in Weslaco as well as the UTRGV / Knapp Family Health Center in Mercedes; along with providing patients with information on how to prevent diabetes and manage the condition
- ▶ When COVID situation allows, improve education regarding diabetes and other chronic diseases such as high blood pressure, obesity, etc. through community lectures, free health fairs, community events, etc.
- ▶ Continue to distribute culturally-sensitive Diabetes Food Charts which were developed at Knapp Medical Center by hospital volunteers
- ▶ As COVID situation permits, collaborate with community organizations on health and wellness initiatives including senior health fairs, health fairs at schools, seniors' care program, low-cost and free screenings, etc.

**GOAL 2: ENCOURAGE RESIDENTS TO PURSUE FITNESS AND HEALTHY EATING**

## STRATEGIES:

- ▶ As COVID-19 allows, help sponsor fitness events, such as a 5K Walk / Run for Stroke Awareness which has been held in front of the hospital for the past three years
- ▶ Promote healthy eating through news articles / media interviews with dietitians, physicians, etc.

**GOAL 3: HELP BUILD A COMMUNITY CULTURE WHICH VALUES EXERCISE AND HEALTHY EATING**

## STRATEGIES:

- ▶ Encourage various forms of exercise – encouraging staff and the community to participate in “Bike Rodeos” which include a community bike ride, walking in the park, participate in 5K events, etc.
- ▶ Attend health fairs and distribute educational information on healthy food choices, etc. (COVID-19 permitting)

**GOAL 4: OFFER HEALTHY FOODS AT ALL HOSPITAL-RELATED EVENTS**

## STRATEGIES:

- ▶ Offer healthy food choices at events at the Medical Center and in our conference center
- ▶ Offer healthy foods in the Medical Center cafeteria, at reasonable prices
- ▶ Offer recipes for healthy foods at health fairs, etc.
- ▶ Encourage schools and other community organizations to offer healthy foods, and provide advice and guidance as requested

**NEEDS NOT ADDRESSED**

Some issues identified through the Community Health Needs Assessment have not been addressed in this plan. In initial discussion and subsequent prioritization, Knapp Medical Center considered the levels to which some needs were already being addressed in the service area. Additionally, some community needs fall out of the scope of expertise and resources of Knapp Medical Center. The following chart outlines how some of the needs identified in the assessment are addressed by others or in different ways:

IDENTIFIED NEED	HOW THE NEED IS ADDRESSED
Lack of Mental Health Providers / Addiction Providers & Services	<p>▶ Knapp Medical Center does not have enough resources to address this need on its own. The Medical Center has sought grant money to address this need, but to date grant funding has not been available due to limited resources available through local funding sources. The Medical Center will continue to encourage growth in the local medical community so that mental health providers will be encouraged to consider locating practices in the Mid-Valley area. The Medical Center will also encourage a holistic approach to health care, including addressing the physical, mental and emotional needs of patients, through the UTRGV / Knapp Family Health Center in Mercedes (which does include one licensed professional counselor, Dr. Jennifer Ortega, who is available to meet with patients.)</p>





**NEXT STEPS**

This Implementation Plan will be rolled out over the next three years, from FY 2020 through the end of FY 2022. The Medical Center will work with community partners and health issue experts on the following for each of the approaches to addressing the identified health needs:

- ▶ Develop work plans to support effective implementation
- ▶ Create mechanisms to monitor and measure outcomes
- ▶ 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**

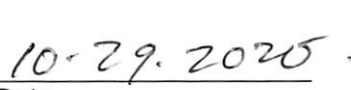
Knapp Medical Center's Board of Directors approves the Implementation Strategy that has been developed to address the priorities of the Community Health Needs Assessment conducted in FY 2019.

The Medical Center will utilize this Implementation Strategy as a roadmap to collaborate with their community to address the priorities, particularly for the most vulnerable.

  
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 Name and title

  
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 Date

  
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