



Part 1: Summary of Community Health Needs Assessment (CHNA) and Implementation Strategy - University Health System, 2020

The Community We Serve

Bexar County Hospital District, d.b.a. University Health System, is located in San Antonio, Texas, and primarily serves the residents of Bexar County, which is the focus of this community health needs assessment (CHNA). University Health System includes more than two dozen San Antonio locations. Additionally, as the primary teaching facility for UT Health San Antonio and a Level I trauma center for adults and pediatrics in South Texas, we serve many patients outside of Bexar County who are referred or transported to us for specialized services.

The mission of University Health System is to improve the good health of the community through high quality compassionate patient care, innovation, education and discovery. Our vision is to be the trusted first choice in healthcare for Bexar County, South Texas and beyond. Thinking beyond medicine, we remain committed to healing, advancing knowledge and discovery, and promoting the good health of the community. And above all, we strive to be compassionate professionals, fostering a culture of health excellence for our community, and treating all who enter our doors with kindness and respect.

The population of Bexar County approached 2 million in 2017. Roughly 26% of the population is children under 18 years of age, 62% is adults 18-64, and 12% is adults 65 and older. Sixty percent of the population is of Hispanic ethnicity. For adults over 24 years of age, 15% have less than a high school education while 36% have at least an associate's degree. Median household income in 2017 was \$54,175. Unemployment continues to decline and was 3.3% in 2017, yet 32% of the population lives below 200% of the federal poverty level.

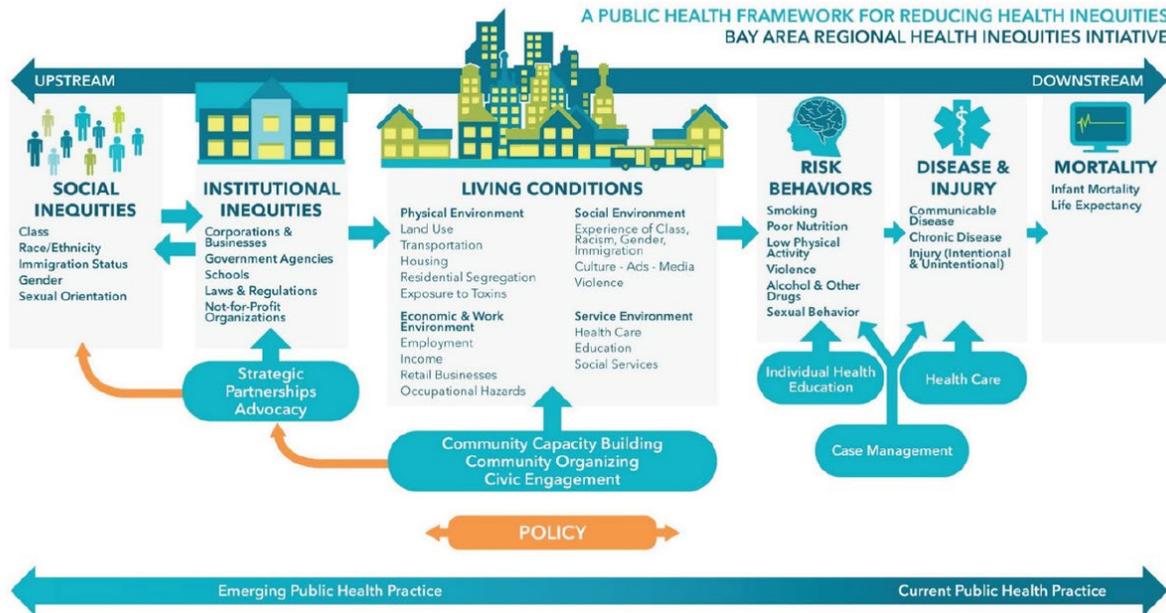
Assessing Community Health Needs

For more than 20 years, University Health System has partnered with other hospitals and organizations in Bexar County to produce a shared CHNA. This is accomplished through mutual funding and support of the Health Collaborative. This non-profit organization facilitates the development of the CHNA with leadership from its Board of Directors, Data Steering Committee, and Community Advisory Committee, all of which include representation from University Health System. This joint CHNA, which has traditionally been limited to Bexar County, was expanded in 2019 to include adjacent Atascosa County. Additional counties will be added to future CHNAs. This document provides an overview and summary of the full 2019 CHNA which is available at UniversityHealthSystem.com or in printed form upon request.

The CHNA has evolved significantly with each triennial publication. It now includes a more robust look at "health," which includes the upstream determinants and downstream impacts. The Health Collaborative uses a framework from the Bay Area Regional Health Inequities

Initiative (BARHII). For each component of the framework, local data are collected from available public use files and reports. Wherever possible, the data are detailed by race/ethnicity, age group, sex, and geography (such as zip codes or census tracts), and analyzed with a focus on equity. Concurrently, insights from stakeholders and key informants are obtained through focus groups and interviews. This component is referred to as the “community voice.” The quantitative and qualitative data are combined into the CHNA.

Source: Bay Area Regional Health Inequities Initiative. Used with permission.



Input Representing the Broad Interests of the Community

As a community non-profit organization, the Health Collaborative was formed to be a neutral facilitator of the CHNA. Its Board of Directors includes representatives from four major health systems, local universities, a Medicaid managed care organization, the San Antonio Metropolitan Health District, and other community organizations. The Data Steering Committee and Community Advisory Committee include representatives from many of these same organizations, other community partners, and the subcontractors gathering and synthesizing the data. The quantitative data were compiled by Community Information Now (CI:Now), another local non-profit. CI:Now provides data, tools, analysis, and training to inform decisions to improve Texas communities. The qualitative data were collected by faculty and students from the UT Health Houston School of Public Health in San Antonio. Focus groups were conducted with community members from different sectors of the city. Key informants, typically community leaders and professionals, were also interviewed. The Data Steering and Community Advisory Committees gave recommendations of whom to include in the interviews and focus groups.

Identified Community Needs

The Health Collaborative’s CHNA includes more than 250 different tables, graphs, and maps. Each represents either a unique indicator, or indicators that are disaggregated by age, gender, race/ethnicity, geography, and/or time. The Data Steering and Community Advisory Committees were charged with the task of sorting through the breadth and depth of current quantitative data and community voice themes. Upon review of preliminary findings, the committee members individually ranked the key areas being measured within the BARHII model, and then came together to discuss the results. The committees came to consensus on 14 priority indicators which are grouped into four community needs according to the BARHII framework. Many were identified as priorities because of noted disparities across populations within Bexar County. Some of the key findings identified in the CHNA include:

1. Living Conditions

- a. Access to health care, including mental health care – Rates of uninsurance are rising; access to healthcare varies by geography and race/ethnicity
- b. Housing stability and homelessness – Eviction rates and the percent of occupied housing units where housing costs exceed 30% of household income are steadily rising
- c. Income and poverty – Poverty rates are high and vary by race/ethnicity, family type, geography and race/ethnicity, education, and age
- d. Education and literacy – Health literacy is lowest among the most vulnerable members of Bexar County; only 36% of high school graduates test college-ready in English and math
- e. Mobility and transportation – Average commute times have increased; “walkability” scores remain low
- f. Crime and violence – The rate of violent crime is increasing

2. Healthy Behaviors and Risks

- a. Healthy eating and physical activity – These are risk factors for obesity and other chronic diseases
- b. Vaccinations – 75% of children have completed the recommended vaccination series; conscientious objection rates are rising
- c. Overweight and obesity – 70% of the adult population is overweight or obese

3. Disease and Injury

- a. Quality of life – The percent of adults reporting fair or poor health varies by race/ethnicity and geography
- b. Mental illness – Suicide rates vary by age, gender, and race/ethnicity
- c. Substance use and abuse – The crude death rate from opioids has risen dramatically over the past 15 years

4. Mortality

- a. Life expectancy – Life expectancy varies by geography and race/ethnicity
- b. Premature mortality – The ratio of potential life lost is steadily increasing



Because the qualitative research was conducted concurrently with the quantitative data analysis, key informants and focus groups were asked to provide comment and insight into the five areas which were identified as priorities in the 2016 CHNA. Those areas included healthy eating and active living; healthy child and family development; safe communities; behavioral and mental well-being; and sexual health. These themes overlap with the newly identified consensus areas, which are structured around the BARHII framework. The “community voice” validates the quantitative findings and supplements them with depth and insight.

University Health System Facilities and Resources

University Health System is a nationally recognized teaching hospital and network of outpatient healthcare centers, owned by the people of Bexar County. In partnership with UT Health San Antonio, it is consistently recognized as a leader in advanced treatment options, new technologies and clinical research. University Health System is Bexar County and South Texas’ first health system to earn Magnet status designation from the American Nurses Credentialing Center — the gold standard in nursing care in the United States. Magnet hospitals and health systems offer patients reassurance they are being cared for by a team with a proven track record for providing excellent care and positive outcomes for their patients.

University Hospital’s Emergency Department is the most experienced in the region, staffed entirely with board-certified emergency medicine physicians. University Hospital is also the premier trauma center for a vast, 22-county region of South Texas and home to the highest designated pediatric trauma center in the region, and the only center in South Texas able to care for children with serious burns.

The University Transplant Center is a twice-awarded Medal of Honor recipient from the U.S. Department of Health and Human Services, and achieves patient outcomes exceeding national averages for kidney, liver, and lung transplantation.

University Health System provides healthcare for families close to home at our many clinic locations, including the historic Robert B. Green Campus, the Texas Diabetes Institute, thirteen neighborhood clinics across the community, two ExpressMed urgent-care clinics and three outpatient renal dialysis centers. School-based health clinics in four school districts and a mobile primary care unit used across the entire county help keep students healthy and in the classroom. All of these are staffed by outstanding physicians, nurse practitioners and physician assistants of University Medicine Associates, University Health System's nonprofit physician practice.

University Health System is one of the largest employers in Bexar County with more than 9,000 employees, more than 1,000 attending and resident physicians, and an operating budget of \$2 billion in 2020. University Health System's Community First Health Plans is the region's only locally-owned and operated, not-for-profit health insurer.

University Health System is committed to delivering patient-centered, culturally competent and high-quality healthcare for adults and children, based on a strong foundation of outcomes-based research and innovative teaching. University Health System is proud to partner with the

Health Collaborative and other organizations throughout Bexar County and beyond to meet the needs of our community.

Impact Evaluation

The previous CHNA was conducted by the Health Collaborative and its community partners in 2016. That CHNA identified five priority areas: behavioral and mental well-being; healthy child and family development; healthy eating and active living; safe communities; and sexual health. To garner support and alignment to make advancements in these areas, the Health Collaborative, San Antonio Metropolitan Health District, and more than 200 community stakeholders developed a Community Health Improvement Plan (CHIP) in 2017. A formal evaluation of this CHIP has not yet been completed, but data from the 2019 CHNA suggest some impact on the community strategies proposed in the CHIP.

Behavioral and Mental Well-Being

- Key strategies: Promote a community-wide system of care; create an awareness and education plan; facilitate telemedicine services; increase interest in behavioral health training and careers.
- Impact: Access to mental health providers has increased. The ratio of clinical psychologists per 100,000 population increased from 21.4 in 2016 to 22.0 in 2018. Also, the rate of opioid prescriptions has decreased from 578 prescriptions per 1,000 adults in 2015 to 509 in 2017.

Healthy Child and Family Development

- Key strategies: Promote home visitation programs; provide whole family immunization services; develop more Patient Centered Medical Homes; connect residents to health hubs.
- Impact: The ratio of primary care professions per 100,000 population has increased from 82.1 in 2016 to 84.3 in 2018. Ratios of mid-level providers have also increased. The percent of children in Medicaid who had a Texas HealthSteps visit increased from 50% in 2015 to 55% in 2017. The percent of births to mothers receiving no prenatal care decreased from 14% in 2013 to 10% in 2015.

Healthy Eating and Active Living

- Key strategies: Reduce barriers to physical activity and healthy eating; promote a culture of healthy eating; develop a coordinated system of screening for food insecurity; build relationships with businesses to invest and leverage resources for the health of the community.
- Impact: Using self-reported survey data combined for 2011-2017, 19% of adults consumed fruits and vegetables five or more times per day, 45% of adults participated in 150 or more minutes of physical activity per week, and 69% of the population has a Body Mass Index categorized as overweight or obese.

Safe Communities

- Key strategies: Increase opportunities and education that address systemic root causes of violence and poverty; improve infrastructure in areas with the most need; provide intervention programs that break the cycle of trauma and promote trauma-informed care.
- Impact: The overall crime rate has fallen from 4,972 crimes per 100,000 population in 2015 to 4,920 in 2017. Unfortunately, the violent crime rate has increased.

Sexual Health

- Key strategies: Increase education with improved collaboration and coordination; increase access to condoms; increase prevention, testing, and treatment of sexually transmitted infections.
- Impact: The number of births to teen mothers decreased by nearly half between 2013 and 2017. New cases of Chlamydia and HIV have decreased between 2015 and 2017, however cases of Gonorrhea and Syphilis have increased.



The 2019 Community Health Needs Assessment identified four major areas of community need for Bexar County: Living Conditions; Health Behaviors and Risks; Disease and Injury; and Mortality. For each area of need, the CHNA highlighted two to six priority measures. University Health System is committed to serving the people of Bexar County and addressing these community health needs. This commitment is reflected in the investment of physical assets, staff, supplies, grant funding, and other financial allocations. These resources are approved by the Board of Managers and Bexar County Commissioners Court through the annual budget process.

In addition to its core mission of patient care, University Health System is investing its resources in the community with unique programs and initiatives that address each identified need. The key strategies are described below. Many of the initiatives will support improvement across multiple areas of need (see matrix in Part 2 of this attachment); however for purposes of simplicity, each action is only listed once. University Health System regularly adds to or modifies the strategies to address community needs. This Implementation Strategy will be updated periodically to reflect the most complete and accurate plan available.

Community Need #1 - Living Conditions

Priorities: Access to physical and behavioral healthcare; housing stability and homelessness; income and poverty; education and literacy; mobility and transportation; crime and violence

ID			Planned Collaboration
1.1	Women & Children’s Hospital – University Health System is building a new 12-story, 300-bed hospital to improve access and care for women, babies and children. It is expected to open in late 2022.	<i>Priority Area: Access to healthcare</i> Increase access to healthcare services for women and children; Improve maternal and child health outcomes	Bexar County Commissioners Court, UT Health San Antonio, and other community partners
1.2	Trauma Informed Care Initiative - The Institute for Trauma Informed Care will provide the necessary training, technical assistance, and coaching tailored to the culture and demographics of San Antonio and Bexar County to support organizations interested in completing an evidenced-based Trauma Informed Care certification. University Health System will become a Trauma Informed organization for the community that emphasizes safety, trust, choice,	<i>Priority Area: Access to healthcare</i> Assist organizations throughout San Antonio and Bexar County to enhance their quality of care, patient and visitor experience, as well as enhance the staff experience	San Antonio Metro Health District, The Ecumenical Center for Education, Counseling, and Health, and other community partners represented by the South Texas Trauma Informed Care Consortium

	collaboration, and empowerment for patients and staff.		
1.3	Community Mental Health Services – University Health System is supporting efforts at Haven for Hope, Respite Care San Antonio, and Center for Health Care Services to improve access to physical and mental health care services.	<i>Priority Area: Access to healthcare</i> Expand jail outreach beds and develop a care coordination transition program at Haven for Hope; increase access to primary and behavioral health care; improve access and services for foster children and children with special needs	Haven for Hope, CentroMed, Center for Health Care Services, Respite Care San Antonio
1.4	Epic Electronic Health Record with EpicLink – A free service for community providers to securely view and share patient information and referrals in our new electronic medical record.	<i>Priority Area: Access to healthcare</i> Increase access to healthcare services	UT Health San Antonio, other community partners
1.5	Breast and Cervical Cancer Services – Provides breast and cervical cancer screening and diagnostic services, including case management for uninsured women of Bexar County.	<i>Priority Area: Access to healthcare; life expectancy; premature mortality</i> Increase breast and cervical cancer screenings; improve health outcomes related to cancer	Texas Department of State Health Services
1.6	Digital Mobile Mammography Van – Our <i>Healthy U Express</i> is equipped with an exam room for well-woman and clinical breast exams as well as satellite technology that allows images to be sent to radiologists for same-day reading and same-day or next-day results.	<i>Priority Area: Access to healthcare; mobility and transportation; life expectancy; premature mortality</i> Increase access to cancer screenings; improve health outcomes related to cancer	Local businesses and community organizations
1.7	Primary Care Mobile Unit - The mobile health vehicle is used to extend the Health System’s school-based and primary care services. It accommodates most services provided by our health centers, including primary and urgent care, immunizations, and sports physicals.	<i>Priority Area: Access to healthcare; education and literacy; mobility and transportation; healthy eating and physical activity; vaccinations; overweight and obesity; quality of life; life expectancy</i> Improve access to healthcare; improve health outcomes; reduce school absences	Fourteen local school districts, local businesses, and community organizations

1.8	School Based Health Clinics – University Health System operates two clinics located on school campuses designed to meet the health needs of students. The clinics are open to all students, and hours are extended so parents can bring their children before school starts and after school.	<i>Priority Area: Access to healthcare; education and literacy; mobility and transportation; healthy eating and physical activity; vaccinations; overweight and obesity; life expectancy</i> Improve access to healthcare; improve child health outcomes; reduce school absences	Bexar County, Harlandale ISD; Southwest ISD; Southside ISD; San Antonio ISD
1.9	Nurse-Family Partnership (NFP) - A state grant-funded program helping equip first time mothers for parenthood. NFP offers Bexar County first time mothers the opportunity to gain knowledge, skills, and abilities proven to reverse the predictable, negative outcomes associated with poor maternal/child health indicators.	<i>Priority Area: Access to healthcare; income and poverty; education and literacy; crime and violence</i> Improve pregnancy outcomes; improve child health and development; improve family economic self-sufficiency and stability; and reduce the incidence of child abuse and neglect	Texas Health and Human Services Commission
1.10	CMS Connecting Kids to Coverage Outreach and Enrollment - Provides outreach, education, and enrollment and retention in Medicaid or CHIP for eligible children and the Marketplace for eligible parents through culturally sensitive and health literacy appropriate ongoing events.	<i>Priority Area: Access to healthcare; income and poverty; education and literacy</i> Educate, enroll, and retain underserved children in Medicaid and CHIP and to enroll and retain eligible adult family members into the Marketplace	Centers for Medicare and Medicaid Services
1.11	CareLink - A financial assistance program open to San Antonio or Bexar County residents who do not have private or public health insurance.	<i>Priority Area: Access to healthcare; income and poverty</i> Increase access to care for those who qualify	UT Health San Antonio and Bexar County
1.12	Enroll SA Coalition - A coalition of healthcare, faith-based & community organizations with the sole goal to increase enrollment into health insurance in San Antonio and surrounding communities.	<i>Priority Area: Access to healthcare; income and poverty</i> Increase access to healthcare by assisting eligible residents to enroll in health coverage	Methodist Healthcare Ministries, CentroMed, CommuniCare, City of San Antonio, and other organizations
1.13	Hepatitis Viral Infection and Systematic Treatment Alliance (HepVISTA) - Addresses the higher prevalence of HCV and HCC through decreasing barriers to screening and treatment.	<i>Priority Area: Access to healthcare; life expectancy</i> Targets baby boomers in Bexar County, to increase hepatitis C virus (HCV) screening and reduce disparities in the prevention of liver cancer	Cancer Prevention Research Institute of Texas

1.14	Tackle - Screening for hepatitis C in HIV infected individuals at the Family Focused AIDS Clinical Treatment Services clinic.	<i>Priority Area: Access to health care; life expectancy</i> Test for and treat hepatitis C to prevent early morbidity and mortality	UT Health San Antonio
1.15	Ryan White Program – Provides access to primary care and support services for people living with HIV.	<i>Priority Area: Access to healthcare; quality of life; life expectancy</i> Increase access to healthcare; improve health outcomes; reduce incidence of HIV	CentroMed, CommuniCare, San Antonio Aids Foundation, Alamo Area Resource Center, and BEAT AIDS
1.16	CAre, HouSing, and Employment (CASE) - Employs multiple interventions carefully designed to improve health outcomes of people living with HIV by coordinating access to services that provide assistance in obtaining suitable housing, gainful employment and adequate HIV primary care.	<i>Priority Area: Access to healthcare; housing stability and homelessness; income and poverty; quality of life; life expectancy</i> Increase access to healthcare; provide assistance to people living with HIV in finding housing and gainful employment	Health Resources Services Administration, Boston University
1.17	Texas Wears Condoms – Funding provides the means to distribute condoms to anyone in Texas free of charge via online ordering.	<i>Priority Area: Access to healthcare</i> Prevent sexually transmitted infections and unintended pregnancy	Texas Department of State Health Services
1.18	Collaborative Commission on Domestic Violence – A community task force to study the problem and increase awareness of domestic violence, support victims, and reduce/prevent domestic violence.	<i>Priority Area: Access to healthcare; crime and violence; quality of life; premature mortality</i> Increase awareness about domestic violence; reduce and prevent domestic violence; improve reporting and early identification; assess community readiness; improve communication and coordination among responders	San Antonio Metro Health District, San Antonio Police Department, and other community partners focused on prosecution, justice, response, and healthcare
1.19	Mayor’s Housing Policy Task Force – A community effort, led by University Health System’s Lourdes Castro Ramirez, to develop a plan that stems, and ultimately reduces, the tide of San Antonio housing costs that are outpacing residents’ incomes.	<i>Priority Area: Housing stability and homelessness; income and poverty</i> Improve access to affordable housing in San Antonio	City of San Antonio
1.20	Wear the Gown – A partnership with KENS-TV to provide health education to the community. The health series addresses all types of health topics in the areas of prevention, treatment, and the latest research.	<i>Priority Area: Access to healthcare; education and literacy</i>	KENS-TV and UT Health San Antonio

		Increase awareness and understanding of health topics, including knowing when to see a doctor	
1.21	BiblioTech – University Health System places electronic kiosks inside facilities to promote reading and access to books and library resources.	<i>Priority Area: Education and literacy</i> Increase access to books and other library resources	Bexar County BiblioTech
1.22	Older Adult Fall Prevention – Educates and empowers community-dwelling older adults to prevent falls in their homes by raising awareness on common household slip, trip and fall hazards. Through classes and programs, Injury Prevention staff provide resources and teach skills to address fall risk factors (multiple medications, lack of exercise, appropriate footwear, history of previous falls, etc), maintain mobility and balance, increase annual eye exams and improve home safety.	<i>Priority Area: Education and literacy; quality of life; premature mortality</i>	Alamo Area Agency on Aging, Bexar Area Agency on Aging, Meals on Wheels, San Antonio Housing Authority, STRAC, STRAC Injury Prevention Committee, STRAC Regional Injury Prevention Consortium
1.23	KSAT Community Events - In partnership with a local television station, University Health System is one of three local businesses that help promote local non-profit organizations and community events which support the community. Examples include: book festivals, teen dating violence prevention, health screenings, mental health awareness, etc.	<i>Priority Area: Access to healthcare; housing stability and homelessness; income and poverty; education and literacy; mobility and transportation; crime and violence</i> Increase awareness about community health needs and resources	KSAT, Energy Transfer, RBFCU
1.24	Valero Texas Open - In partnership with UT Health San Antonio, University Health System sponsors a professional golf tournament that raises money for local non-profits that are aiming to meet community needs.	<i>Priority Area: Access to healthcare; housing stability and homelessness; income and poverty; education and literacy; mobility and transportation; crime and violence</i> Raise funds and awareness for partnering organizations working to impact community health needs	Valero, UT Health, other community non-profit organizations

Community Need #2 – Health Behaviors and Risks

Priorities: Healthy eating and physical activity; vaccinations; overweight and obesity

ID	Program / Initiative / Resource	Anticipated Outcome	Planned Collaboration
2.1	Community Health Fairs – University Health System sponsors and attends various community events around the county to promote health. Provide education and screening as appropriate.	<i>Priority Area: Healthy eating and physical activity; vaccinations; overweight and obesity</i> Promote healthy behaviors and identify risks	Community organizations including churches, school districts, and other non-profits
2.2	Back to School Health Events – University Health System provides immunizations, sports physicals, and other screening as appropriate to ensure children are prepared for school.	<i>Priority Area: Education and literacy; vaccinations</i> Provide timely vaccinations to prevent disease	Various community organizations including churches, school districts, nonprofits
2.3	HEB Body Adventure Powered by University Health System – An innovative health exhibit at the Witte Museum is a fun and engaging experience and generates data on the health of the community to help identify and target new initiatives, and educate patrons on healthy behaviors.	<i>Priority Area: Education and literacy; healthy eating and physical activity; overweight and obesity</i> Promote healthy eating, physical activity, and other positive health behaviors; reduce overweight and obesity	The Witte Museum and HEB
2.4	Zoo Fitness Trail – A one mile loop around the San Antonio Zoo to provide guests a way to combine fitness and fun. UHS provides medical supplies for the Zoo’s first aid program.	<i>Priority Area: Healthy eating and physical activity; overweight and obesity</i> Promotes sun protection, hydration, physical activity, and other positive health behaviors	San Antonio Zoo
2.5	SeaWorld San Antonio Program – UHS supports the First Aid Program at SeaWorld, including education and promotion of safe physical activity for staff and guests.	<i>Priority Area: Healthy eating and physical activity; overweight and obesity</i> Promote sun protection, hydration, physical activity, and other positive health behaviors	SeaWorld San Antonio
2.6	Fitness on the Plaza - Monthly physical activity classes in an open community setting to promote movement and physical activity.	<i>Priority Area: Healthy eating and physical activity; overweight and obesity</i> Promote healthy behaviors, especially physical activity	Tobin Center for the Performing Arts
2.7	Go Kids! Challenge - Promotes physical activity in elementary schools. Provides incentives to kids for complementing and documenting physical activity.	<i>Priority Area: Education and literacy; healthy eating and physical activity; overweight and obesity</i>	San Antonio Sports Foundation

		Promote healthy behaviors, especially physical activity	
2.8	Community Walks and Runs – University Health System sponsors and participates in various community events designed to promote local non-profit organizations, raise funds, and encourage health activity.	<i>Priority Area: Healthy eating and physical activity; overweight and obesity</i> Promote healthy behaviors, especially physical activity	Community non-profit organizations
2.9	Doctor’s Pantry - Online health cooking demonstrations designed for social audiences.	<i>Priority Area: Education and literacy; healthy eating and physical activity; Overweight and obesity</i> Promote healthy behaviors, especially healthy eating	Social media outlets
2.10	Healthy Cooking Class – Monthly classes taught by registered dietitians in the Texas Diabetes Institute teaching kitchen.	<i>Priority Area: Healthy eating and physical activity; Overweight and obesity</i> Promote healthy eating	Texas Diabetes Institute

Community Need #3 – Disease and Injury

Priorities: Quality of life; mental illness; substance use and abuse

ID	Program / Initiative / Resource	Anticipated Outcome	Planned Collaboration
3.1	Joint Opioid Task Force – University Health System co-chairs this City-County task force, which brings together community partners to develop and implement actions to address the opioid epidemic at the local level.	<i>Priority Area: Substance use and abuse; premature mortality</i> Reduce deaths related to opioid overdose; reduce substance use and abuse; increase access to treatment services	San Antonio Metropolitan Health District, Bexar County, San Antonio Council on Alcohol and Drug Awareness, and other community partners
3.2	South Texas Crisis Coalition – A community coalition to organize and provide timely and appropriate crisis stabilization services. Includes funding for residential treatment, emergency psychiatric beds, a Rapid Access Clinic, domestic violence call in system, and more.	<i>Priority Area: Access to healthcare; mental illness; substance use and abuse; premature mortality</i> Improve access to services at the right level and place; Improve navigation and coordination of care for patients with intensive needs; Improve community services infrastructure	South Texas Regional Advisory Council and partnering organizations
3.3	LUCHA (Linking and Uniting Communities for Healthy Actions) - Addresses structural and interpersonal conditions that affect access, service use, and positive	<i>Priority Area: Access to healthcare; substance use and abuse</i>	San Antonio AIDS Foundation, Substance Abuse and Mental Health Services Administration

	health outcomes for youth and young adults by reducing system barriers through integrated web-based services and patient navigation. The program provides substance use and HIV education and prevention services that include HIV and viral hepatitis testing and will establish a social marketing awareness campaign.	Prevent and reduce the onset of substance use and transmission of HIV/AIDS among youth and young adults ages 13-24 years in Bexar County	
3.4	NExT Program (Navigate, Engage, Connect, Test) - Provides peer-navigation for men 18 to 24 years at risk for substance abuse and HIV. Services include outreach, intensive case management, testing for HIV and viral hepatitis, evidence-based substance abuse and HIV prevention education, referrals for housing support services, and help with obtaining HIV and hepatitis care.	<i>Priority Area: Access to healthcare; substance use and abuse</i> Prevent substance misuse and the transmission of HIV and hepatitis	Substance Abuse and Mental Health Services Administration, and AARC
3.5	StrongARM (Addiction Recovery for Men) - Expands and enhances substance abuse treatment, behavioral health, and HIV services for adult men with substance abuse disorders who are at risk or living with HIV. Services include peer navigation, case management, peer recovery support, trauma-related services, and HIV and hepatitis testing, and links to care.	<i>Priority Area: Access to healthcare; substance use and abuse</i> Increase the number of individuals with substance use disorder and/or co-occurring substance use and mental disorders who are HIV positive that are on antiretroviral therapy and linked to HIV care; reduce the impact of behavioral health problems; reduce HIV risk and incidence; reduce trauma related conditions; and increase access to and retention in treatment for individuals with coexisting behavioral health, HIV, and hepatitis conditions	Substance Abuse and Mental Health Services Administration, Lifetime Recovery, SAAF, SACADA
3.6	The Zero Suicide Program - A comprehensive, multi-setting approach to suicide prevention within the health system.	<i>Priority Area: Mental illness; premature mortality</i> Raise awareness; establish referral processes; and improve care and outcomes for patients at-risk for suicide	Substance Abuse and Mental Health Services Administration
3.7	Youth Suicide Prevention – Anxiety is a precursor to many challenges facing our youth including homelessness, addiction, school absenteeism, and	<i>Priority Area: Education and literacy; mental illness; premature mortality</i> Reduce self-harm and suicide.	American Foundation for Suicide Prevention, Bethel Prevention Coalition, Clarity Child Guidance

	suicide. University Health System works with select Bexar County schools to host an <i>Angst</i> film screening, panel discussion and resource fair to help parents and students explore anxiety, its causes, effects and available support resources. <i>Angst</i> is an IndieFlix Original documentary designed to raise awareness around anxiety.		Center, Health Collaborative, IndieFlix, Laurel Ridge Treatment Center, NAMI San Antonio, San Antonio Council on Alcohol and Drug Awareness
3.8	ROARS - Screening and treatment for Bexar County inmates with mental illness and substance use disorder as well as linkage to services upon release.	<i>Priority Area: Mental illness, substance use and abuse; premature mortality</i> Screen for and treat mental health and substance use disorder	Department of Justice
3.9	Dementia Friendly San Antonio – A program to raise awareness, offer education and training, conduct research, and initiate policy change to support people living with dementia and their caregivers.	<i>Priority Area: Education and literacy; quality of life</i> Improve quality of life for people living with dementia and their caregivers	UT Health School of Nursing and the Bexar County Sheriff's Office

Community Need #4 – Mortality

Priorities: Life expectancy; premature mortality

ID	Program / Initiative / Resource	Anticipated Outcome	Planned Collaboration
4.1	Chronic Care Management – University Health System provides a variety of educational opportunities, tools, and supports to help patients with diabetes, heart disease, asthma, and other chronic diseases manage their health and prevent complications.	<i>Priority Area: Education and literacy; life expectancy; quality of life</i> Improve management of disease; prevent complications; improve quality and length of life	UT Health, other non-profit organizations and resources
4.2	RMOMS grant – Rural Maternal and Obstetric Maternal Strategies grant establishes a network of rural maternal care providers who partner with University Health System to provide a comprehensive continuum of care for women throughout their reproductive life stages.	<i>Priority Area: Access to healthcare; life expectancy; premature mortality</i> Improve infant and maternal health outcomes; prevent infant and maternal mortality	Health Resources Service Administration, Uvalde Memorial Hospital, Val Verde Regional Medical Center, Community Health Development, Inc.
4.3	Stop the Bleed Campaign – Trains community members on how to respond to life-threatening blood loss until emergency responders can arrive.	<i>Priority Area: Premature mortality</i> Reduce mortality and improve health outcomes following trauma	South Texas Regional Advisory Council, University Health System Foundation, Valero, local school districts, San Antonio Nurses Consortium

<p>4.4</p>	<p>GunSafety4Bexar Campaign Educates and empowers the public to reduce firearm-related injuries and deaths due to accidental discharges and self-harm, as well as make it more difficult for individuals to use a stolen weapon by providing public education and distributing gun locks throughout Bexar County. The campaign focuses on safe gun storage – encouraging citizens to store guns locked, unloaded and separate from ammunition – as a means to protect children, the depressed and those with dementia living in homes with firearms. This program will distribute more than 17,000 gun locks to Bexar County residents.</p>	<p><i>Priority Area: Education and literacy; premature mortality</i> Reduce unintentional and intentional firearm injuries and deaths</p>	<p>Bexar County Commissioners Court, Bexar County Sheriff’s Office, Be SMART for Kids, Moms Demand Action, Safe Kids San Antonio, VIA Metro</p>
<p>4.5</p>	<p>Buckle UP Program – A comprehensive child passenger safety program staffed by nationally certified technicians and instructors that offer prenatal education and outreach, car seat distribution, military family support, discount program, community car seat checks, refugee support, special needs program, tech network, and technical training.</p>	<p><i>Priority Area: Education and literacy; transportation and mobility; premature mortality</i> Reduce motor vehicle crash-related injuries and death in children and teens</p>	<p>Area child passenger safety technicians, Alamo Area Metropolitan Planning Organization, Center for Refugee Services, City of San Antonio, Joint Base San Antonio, Safe Kids Worldwide, STRAC, Texas Department of State Health Services – Safe Riders Program, Texas Department of Transportation, Toyota Texas, Traffic Jam Coalition, Vision Zero San Antonio</p>
<p>4.6</p>	<p>Drive Now, Text L8R / Safe to Save Phone App - Sponsored program that promotes safe driving. Enrollees can earn points and incentives for not texting while driving.</p>	<p><i>Priority Area: Transportation and mobility; premature mortality</i> Prevent motor vehicle accidents, injury, and death</p>	<p>Area high schools, SAFE2SAVE, Texas Department of Transportation</p>
<p>4.7</p>	<p>CarFit for Older Drivers - CarFit is an educational program that evaluates older adults to check how well their personal vehicles "fit" them. CarFit trained technicians use a 12-pt checklist to evaluate factors that improve driver safety, including but not limited to seat belt placement, distance from the airbag, head restraint placement and ability to see and effectively use side</p>	<p><i>Priority Area: Education and literacy; transportation and mobility; premature mortality</i> Reduce motor vehicle crash injury and death among older adults in Bexar County.</p>	<p>Alamo Area Agency on Aging, Alamo Area Metropolitan Planning Organization, Bexar Area Agency on Aging, CarFit, Texas Department of Transportation, UT Health San Antonio Occupational Therapy Program, Vision Zero San Antonio</p>

	mirrors. The CarFit program also provides information and materials on community-specific resources that could enhance their safety as drivers, and/or increase their mobility in the community.		
4.8	Safe Kids San Antonio – Through a partnership with Safe Kids Worldwide, University Health System serves as the lead organization for Safe Kids San Antonio. Safe Kids San Antonio is a coalition of community agencies and corporate partners that work closely with parents and others to create safe and injury-free communities. Based on the needs of our community, Safe Kids San Antonio implements programs to prevent childhood injuries including, but not limited to bike safety, drowning prevention, safe sleep, home safety, medication safety and poison prevention, and sports safety.	<i>Priority Area: Education and literacy; premature mortality</i> Reduce unintentional injury and death in children within Bexar County.	Bexar County Sheriff's Office, City of San Antonio, ChildSafe, Communities in Schools, Greater San Antonio YMCA, Joint Base San Antonio, Safe Kids Worldwide, San Antonio Airlife, San Antonio Council on Alcohol and Drug Awareness, San Antonio Fire Department, San Antonio Police Department, South Texas Poison Center, STRAC, and others
4.9	Safe Kids San Antonio–Burn Prevention Program - Provides burn education and awareness within the community by providing programs, participating in Burn Awareness Week and National Fire Prevention Week, as well as community events. Topics particularly highlighted include the dangers of hot liquids (i.e. hot coffee spills, hot soup spills, hot water) and hot surfaces (i.e. flat irons and stovetops). Our program also distributes smoke alarms and hot water testers in the community.	<i>Priority Area: Education and literacy; premature mortality</i> Reduce pediatric burns in Bexar County	Bexar County 2 Fire Department, Safe Kids San Antonio, San Antonio Fire Department, STRAC, STRAC Regional Injury Prevention Consortium, Texas Burn Survivor Society
4.10	Safe Kids San Antonio–Walk to School Day – In October, Safe Kids San Antonio uses International Walk to School Day to kick-off month long efforts to promote safer routes for students to walk and bike to school. Working with area schools, businesses, community organizations and parent groups to bring attention to pedestrian safety issues, we educate parents and children on the importance of using crosswalks, looking left, right, left and being visible. Injury	<i>Priority Area: Education and literacy; transportation and mobility; premature mortality</i> Reduce pedestrian injuries among children and teens	Alamo Area Metropolitan Planning Organization, Bexar County, City of San Antonio, San Antonio Metropolitan Health District, Safe Kids San Antonio, Texas Department of Transportation, Traffic Jam Coalition, Vision Zero San Antonio

	Prevention staff provide educational programs, as well as participate in or coordinate community awareness programs to highlight pedestrian safety issues.		
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A digital version of the adopted CHNA and Implementation Strategy will be available to the public on the University Health System's website. A printed version will be made available upon request.

Part 2: University Health System CHNA Implementation Strategy Matrix

		Community Needs													
		Living Conditions						Health Behaviors and Risks			Disease and Injury			Mortality	
ID	Program / Initiative / Resource	Access to physical and behavioral healthcare	Housing stability and homelessness	Income and poverty	Education and literacy	Mobility and transportation	Crime and violence	Healthy eating and physical activity	Vaccinations	Overweight and obesity	Quality of life	Mental illness	Substance use and abuse	Life expectancy	Premature mortality
1.1	Women’s and Children’s Hospital	X													
1.2	Trauma Informed Care Initiative	X													
1.3	Community Mental Health Services	X													
1.4	Epic Electronic Health Record with EpicLink	X													
1.5	Breast and Cervical Cancer Services Client Services	X												X	X
1.6	Digital Mobile Mammography Van	X				X								X	X
1.7	Primary Care Mobile Unit	X			X	X		X	X	X	X			X	
1.8	School Based Health Clinics	X			X	X		X	X	X				X	
1.9	Nurse-Family Partnership	X		X	X		X								
1.10	CMS Connecting Kids to Coverage Outreach and Enrollment	X		X	X										
1.11	CareLink	X		X											
1.12	Enroll SA Coalition	X		X											
1.13	Hepatitis Viral Infection and Systematic Treatment Alliance (HepVISTA)	X												X	
1.14	Tackle	X												X	



1.15	Ryan White Program	X										X			X	
1.16	CAre, HouSing, and Employment (CASE)	X	X	X								X			X	
1.17	Texas Wears Condoms	X														
1.18	Collaborative Commission on Domestic Violence	X					X					X				X
1.19	Mayor’s Housing Policy Task Force		X	X												
1.20	Wear the Gown	X			X											
1.21	BiblioTech				X											
1.22	Older Adult Fall Prevention				X							X				X
1.23	KSAT Community Events	X	X	X	X	X	X									
1.24	Valero Texas Open	X	X	X	X	X	X									
2.1	Community Health Fairs							X	X	X						
2.2	Back to School Health events				X			X	X	X						
2.3	HEB Body Adventure Powered by University Health System				X			X		X						
2.4	Zoo Fitness Trail							X		X						
2.5	SeaWorld San Antonio Program							X		X						
2.6	Fitness on the Plaza							X		X						
2.7	Go Kids! Challenge				X			X		X						
2.8	Community Walks and Runs							X		X						
2.9	Doctor’s Pantry				X			X		X						
2.10	Healthy Cooking Class				X			X		X						
3.1	Joint Opioid Task Force													X		X
3.2	South Texas Crisis Coalition	X										X	X			X
3.3	LUCHA (Linking and Uniting Communities for Healthy Actions)	X												X		
3.4	NExT Program (Navigate, Engage, Connect, Test)	X												X		
3.5	StrongARM (Addiction Recovery for Men)	X												X		
3.6	The Zero Suicide Program											X				X



3.7	Youth Suicide Prevention											X			X
3.8	ROARS											X	X		X
3.9	Dementia Friendly San Antonio				X							X			
4.1	Chronic Care Management				X							X			X
4.2	RMOMS grant	X													X
4.3	Stop the Bleed Campaign														X
4.4	GunSafety4Bexar Campaign				X										X
4.5	Buckle UP Program				X	X									X
4.6	Drive Now, Text L&R / Safe to Save Phone App					X									X
4.7	CarFit for Older Drivers				X	X									X
4.8	Safe Kids San Antonio				X										X
4.9	Safe Kids San Antonio–Burn Prevention Program				X										X
4.10	Safe Kids San Antonio–Walk to School Day				X	X									X