



# 2023 Community Health Needs Assessment Implementation Plan

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## Introduction

JPS Health Network is pleased to share its Implementation Plan, which follows the development of its 2023 Community Health Needs Assessment (CHNA). In accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements, this plan was approved by the JPS Board of Managers on February 8, 2024.

This report summarizes the plans for 2023-2026 to provide community benefit programming that addresses the prioritized health needs identified in its 2023 CHNA.

JPS Imperatives	JPS Health Network Prioritized Health Needs
Set a New Standard for a Culture of Excellence	Behavioral Health
Develop and Deliver Care Models of the Future	Access to Care
Be at the Forefront of Shaping Thriving, Inclusive, Healthy Communities	Social Determinants of Health

### About JPS and its Community

JPS Health Network is a tax-supported health care system that provides medical services to the 2.2 million residents of Tarrant County in North Texas. In October 1877, future Fort Worth mayor, John Peter Smith, deeded five acres of land at what is now 1500 S. Main Street to provide a place where individuals from Fort Worth and Tarrant County “could have the best of medical care.”

Since its opening in 1906, JPS has served the needs of the families in Tarrant County, working to improve health status and access to healthcare. Despite the presence of disparities that may impact health outcomes, JPS has maintained a long-term vision to promote a lasting, coordinated solution for serving the healthcare needs of Tarrant County, particularly underserved populations.

The network includes John Peter Smith Hospital, a 582-bed acute care hospital in Fort Worth, and more than 25 community-based clinics. John Peter Smith Hospital houses Tarrant County’s first Level I Trauma Center, the only psychiatric emergency center in the county, and the nation’s largest family medicine residency program. The network provides employment to more than 7,200 people. To learn more about JPS, visit [www.jpshealthnet.org](http://www.jpshealthnet.org).

Tarrant County is home to several high-quality health systems and medical programs, as well as numerous community-based organizations that provide social services. However, many residents face challenges accessing these resources for a variety of reasons. Tarrant County is the third-largest county in Texas, following Harris County and neighboring Dallas County. With the population expected to grow by nearly 123,000 people over the next five years, it is also one of the fastest growing counties in the U.S. The county’s diverse population includes native Texans and a large international community, highlighting a need for complex and culturally competent care delivery. While the county’s median income (\$75,052) is higher than the Texas average (\$69,529), approximately one in ten families live below the federal poverty level. As one of the nation’s only purely public safety net hospitals, JPS has traditionally served a higher proportion of uninsured patients and those enrolled in public programs compared to other local hospitals.

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## Our Mission, Vision, and Values

Our **mission** is to transform healthcare delivery for the communities we serve.

Our **vision** is to be a regional and national leader in improving the patient and family experience, the quality and outcomes of population health, and access to care.

Our **values** are trust, mutual respect, excellence, integrity, accountability, and teamwork.

To further illustrate its commitment to the health and well-being of the community, JPS Health's Community Health Needs Assessment (CHNA) Steering Committee completed this CHNA to understand and document the greatest health needs currently faced by Tarrant County residents.

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## CHNA Process and Methods Highlights

JPS partnered with Ascendient Healthcare Advisors to complete the CHNA using a transparent and collaborative approach. Throughout the CHNA process, a broad range of economic, environmental, behavioral, clinical, and social indicators were used to identify the community's top health and social needs. A CHNA Steering Committee, comprised of key stakeholders from across the JPS health system, with diverse experience and perspectives was key to providing insight, context, guidance, and decision-making in support of the report's development.

Also, experienced community leaders from over 40 organizations representing medically underserved, low-income, and minority populations provided input into the development of our CHNA. In addition, nearly 1,600 JPS patients and other Tarrant County community members documented their opinions and concerns in a web-based survey. Information gathered from these stakeholders was analyzed to identify areas of community disparity and prioritized to identify significant health needs, which JPS will address through its implementation plan.

To achieve the study objectives, both primary and secondary data were collected and reviewed. Primary data included information gathered from key community leaders and community members via web-based surveys and virtual focus groups. Secondary data included information regarding Tarrant County's demographics, health and healthcare resources, behavioral health, disease trends and county rankings. The data collection and analysis process began in July 2023 and continued through to the development of the CHNA Report in September 2023.

Given the size of Tarrant County, both in geography and population, significant variations in demographics and health needs exist within the region. At the same time, consistent needs are present across the entire county and thus serve as the foundation for determining priority health needs at the county level. The information collected was analyzed to identify community issue areas and prioritized to identify the significant health needs JPS will plan to address, as detailed within this Implementation Plan.

## Defined Community

The Tarrant County Hospital District was developed in 1959 to provide JPS with the financial stability to support its mission as a public hospital. Subsequently, JPS' community is defined by the borders of Tarrant County. Comprised of a mix of urban, suburban and rural geographies, most ZIP Codes within the county are associated with the incorporated cities of Fort Worth and Arlington. The map provided below illustrates the overall service area for JPS.

Tarrant County is the third-most populated county in Texas, and the community continues to expand. With the population expected to grow by nearly 123,000 people over the next five years, it is one of the fastest growing counties in the U.S. The county as a whole skews younger (65.6% of residents are ages 45 or younger), however, the 65+ age cohort is anticipated to grow the fastest from 2023 to 2028. In 2022, one in six Tarrant County residents were foreign-born, contributing to the county's diversity. In addition, the non-White population (59.1%) is higher than the White population (40.9%).



Source: Esri 2023

## Community Health Needs Defined in the 2023 CHNA

The JPS Health Network was founded to serve the healthcare needs of underserved or vulnerable populations, identify approaches that improve health outcomes, and reduce health disparities for these populations. Recognizing that economic opportunities, environmental factors, health care infrastructure, and social networks are all key drivers of health, JPS completed the 2023 CHNA to better understand the overall health needs and improve health equity in our community.

Through the CHNA, we analyzed data and obtained input from our community members and leaders to identify key priority areas. From these areas, we identified significant health needs based on a review of published quantitative health status data specific to our community and qualitative data inputs collected throughout the CHNA process. The Steering Committee then identified Tarrant County's top priority health need areas from a list of over 100 potential health needs. To identify the top priority needs, the Steering Committee considered the following factors:

- Size and scope of the health need
- Severity and intensity of the health need
- Estimated feasibility and effectiveness of possible interventions
- Health disparities associated with the need
- And importance the community places on addressing the need

It is important to note that the priority need areas are not listed in hierarchical order of importance and each will be addressed by the JPS in this Implementation Plan guided by the 2023 CHNA. The selected initiatives and resulting Implementation Plan were reviewed and approved by senior leaders in the context of our organizational mission, our clinical strengths, and partnerships. These final three priorities were reviewed and approved by senior leaders and the Board of Managers.

**1** Behavioral Health

**2** Access to Care

**3** Social Determinants of Health

## Implementation and Strategy Design Process

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

Following the identification of the three priority health needs, the Office of Strategy Management began subsequent work on implementation planning.

## Significant Needs the Hospital Will Address

Behavioral Health	
Statement of Need	JPS recognizes the need for a continued focus on programs and services to address behavioral health in Tarrant County. This is of particular importance given JPS' status as the county's safety-net provider, and subsequent engagement with a variety of vulnerable populations.
High-Level Objectives	Increase access to quality behavioral health and substance use services for residents throughout Tarrant County through outreach efforts and partnerships.
Targeted Population(s)	Adults and youth in Tarrant County with behavioral health and substance use needs, with an emphasis on underserved populations.
Community Collaborations	<ul style="list-style-type: none"> <li>■ My Health My Resources (MHMR) of Tarrant County</li> <li>■ Challenge of Tarrant County</li> <li>■ DFWHC Foundation Community Health Collaborative</li> <li>■ Millwood Hospital</li> <li>■ Sundance Hospital</li> <li>■ Mesa Springs Hospital</li> <li>■ Wellbridge Hospital</li> <li>■ Mental Health America of Greater Tarrant County</li> <li>■ International Behavioral Health Institute</li> <li>■ Mental Health Connection</li> <li>■ Tarrant County Police Departments</li> <li>■ School Districts</li> <li>■ Tarrant County Mental Health/Probate Court</li> <li>■ NAMI (National Alliance on Mental Illness)</li> <li>■ HHS Center for Elimination of Disproportionality and Disparities</li> </ul>

Behavioral Health	
Community Collaborations	<ul style="list-style-type: none"> <li>■ Jordan Elizabeth Harris Foundation</li> <li>■ MedStar</li> <li>■ Cook Children’s Health Care System</li> <li>■ Other Healthcare/Mental Health Providers in Tarrant County</li> <li>■ ACH Child and Family Services</li> <li>■ Presbyterian Night Shelter</li> </ul>
Resources	<ul style="list-style-type: none"> <li>■ JPS Behavioral Health</li> <li>■ JPS Health Outcomes Program</li> <li>■ JPS Care Management Program</li> <li>■ JPS Community Outreach Program</li> <li>■ JPS Community Health Clinics</li> </ul>

**Action Steps**

- Develop a specialized clinic for children or adolescents who have been discharged from Trinity Springs Pavilion or the Psychiatric Emergency Center
- Continue construction on a new 80,000 square foot Psychiatric Emergency Center, to increase the number of patient care spaces. The new PEC will provide care to patients in need of emergency psychiatric services and will include both emergency and observation services and will increase the current treatment spaces from 44 to 98.
- Provide patients with substance use disorders with appropriate screenings and referrals upon discharge
- Collaborate with community partners to access residential substance use treatment and detoxification services for appropriate patients
- Implement a system for providing opioid overdose-reversing drugs (Narcan) to patients upon discharge as needed
- Improve depression screening and appropriate follow-up for all patients

**Success Measures**

- Increased behavioral health access and patient volumes
- Improvement in target patient population substance use symptoms
- Improvement in target patient population depression symptoms

**Anticipated Impact**

Improve the mental and overall health of adults and youth in Tarrant County by connecting individuals in need to appropriate resources and early interventions. Early intervention in mental health and substance use enables early detection and treatment of potentially serious conditions.

## Access to Care

Statement of Need	Access to care allows patients to obtain high-quality, affordable health care in a timely fashion to achieve the best possible health outcomes. It represents the presence of several components, including coverage (i.e. insurance), a physical location where care is provided, the ability to receive timely health care when needed, and an adequate workforce of providers. JPS identified access to care as a high-priority need for residents of Tarrant County.
High-Level Objectives	Increase access to quality healthcare for residents throughout Tarrant County through the expansion of healthcare services.
Targeted Population(s)	Adults and youth in Tarrant County with an emphasis on underserved populations.
Community Collaborations	<ul style="list-style-type: none"> <li>■ Cook Children’s Health Care System</li> <li>■ Tarrant County Public Health</li> <li>■ Better Vision, Better Hope</li> <li>■ Moncrief Cancer Institute</li> <li>■ United Way Doula program</li> <li>■ Rosa es Rojo</li> <li>■ Healthy Texas Women and Family Planning</li> <li>■ Better Beginnings</li> <li>■ Health Steps</li> <li>■ City of Fort Worth (Como Community Center)</li> <li>■ Tarrant Area Food Bank</li> <li>■ Fort Worth ISD</li> <li>■ One Safe Plan</li> <li>■ Safe Haven</li> <li>■ Presbyterian Night Shelter</li> <li>■ Fort Worth Housing Solutions</li> <li>■ Mission Arlington</li> <li>■ Dental Health Arlington</li> <li>■ Better Vision, Better Hope</li> <li>■ 6 Stones</li> </ul>

## Access to Care

Community Collaborations	<ul style="list-style-type: none"> <li>■ United Way of Tarrant County</li> <li>■ Other Healthcare Providers in Tarrant County</li> </ul>
Resources	<ul style="list-style-type: none"> <li>■ JPS Community Health Clinics</li> <li>■ JPS Community Outreach Program</li> <li>■ Connected Care and Engagement Program (CCE)</li> </ul>

### Action Steps

- Development of Medical Home Southwest and Las Vegas Trail Neighborhood Health Center to provide patients with primary care and ancillary healthcare services to address the socioeconomic needs of the community. The new Medical Home Southwest facility includes primary care and behavioral health services as well as pharmacy, lab, imaging, and space dedicated to education. The new Las Vegas Trail Neighborhood Health Center will provide pediatric and adult medical services, behavioral health services, and social services support such as food insecurity in the form of a food pantry, community education, and onsite job training for health care industry positions
- Increase patient utilization of virtual/same-day telehealth services
- Utilize Bamboo Health to capture patients that have non-JPS health encounters and get them back into JPS
- Engage in community outreach activities in communities across Tarrant County
- Technology enhancements to improve access to care

### Metrics

- Increased health access
- Reduced fragmentation in care for patient population
- Increased care coordination across health system

### Anticipated Impact

Improve the overall health of adults and youth in Tarrant County by connecting individuals to appropriate and timely healthcare services, early interventions, and education.

## Social Determinants of Health

Statement of Need	<p>Social Determinants of Health (SDoH) have a critical impact on health needs and outcomes and the impacts of SDoH on populations are profound, can persist across generations, and often drive health inequities based on race, ethnicity or socioeconomic status. Specifically, based on these findings, key concerns for a rapidly growing community like Tarrant County include dynamics related to SDoH. JPS will continue to evaluate its potential to play a role in impacting these domains to strengthen the quality of care provided while reducing health inequities.</p>
High-Level Objectives	<p>Social and physical determinants affect a wide range of health, functioning, and quality of life outcomes. By connecting individuals with the appropriate resources to address social needs that are key drivers of health status, their overall health and outcomes will improve.</p>
Targeted Population(s)	<p>Those in the general population who have non-medical and social needs, with an emphasis on underserved populations.</p>
Community Collaborations	<ul style="list-style-type: none"> <li>■ 2-1-1 Texas</li> <li>■ Tarrant Cares</li> <li>■ Tarrant County Public Health</li> <li>■ Meals on Wheels of Tarrant County</li> <li>■ Catholic Charities</li> <li>■ Cancer Care Services</li> <li>■ Uber Health</li> <li>■ Trinity Metro</li> <li>■ Mission Arlington</li> <li>■ Texas Health and Human Services</li> <li>■ Healthy Tarrant County Collaboration</li> <li>■ Tarrant Area Food Bank</li> <li>■ Community agencies and organizations that deliver community-based services</li> <li>■ Community leaders and members</li> </ul>

## Social Determinants of Health

Resources	<ul style="list-style-type: none"><li>■ JPS Information Technology Division (supports collection and management of needed data within the electronic health record)</li><li>■ JPS Health Outcomes Program</li><li>■ JPS Care Management Program</li><li>■ JPS Community Outreach Program</li><li>■ JPS Connection Program</li><li>■ JPS CARES Program</li><li>■ JPS Community Health Clinics</li><li>■ JPS Providers and Staff</li></ul>
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### Action Steps

- Develop programs to connect patients to the appropriate care and resources to address social, behavioral, environmental, economic, and medical determinants of health
- Implement a population health data platform to increase SDoH screening
- Develop a community health worker program to provide care coordination, navigation, health education, and referrals to community partners

### Metrics

- Improved health outcomes, disease prevention, and reduced health disparities
- Increased enrollment in medical assistance programs
- Increased loop closure of patient connection to community partners

### Anticipated Impact

Increase identification of non-medical and social needs of JPS patients across all points of care within the network. Increase the number of patients with non-medical and social needs who were connected to the appropriate resources.

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## Evaluation of Impact

For the Implementation Plan, JPS will utilize evidence-based and promising practices tailored to the needs of the community. JPS will collaborate with partners in the community to address the three priorities and will establish defined metrics to measure performance and progress toward each goal. JPS will utilize a continuous process improvement approach in monitoring and assessing progress over the next three years and an evaluation of the impact of the hospital's performance toward addressing these significant health needs will be reported in the next scheduled CHNA.

## Needs the Hospital Will Not Address

JPS is committed to improving the health of our community and to addressing the significant health needs identified in the 2023 CHNA. Given the large number of individual data measures that were collected, analyzed, and interpreted throughout the CHNA process to develop the twenty categories, it was not feasible to make each of them a priority. The three priority areas rising to the level of significant needs were Behavioral Health, Access to Care, and Social Determinants of Health. An action plan has been developed for each. The following additional significant health needs emerged from a review of the primary and secondary data: Chronic Diseases and Dental Care. With the need to focus on the prioritized health needs described in the table above, these topics are not specifically prioritized efforts in the 2023-2026 Implementation Strategy. However, due to the interrelationships of social determinant needs many of these areas fall, tangentially, within the prioritized health needs and will be addressed through the upstream efforts of the prioritized health needs. Additionally, many of them are addressed within ongoing programs and services (and described in more detail in the CHNA report). Current and ongoing efforts JPS takes to address Chronic Diseases consist of Patient Education where JPS offers classes on Chronic Diseases such as diabetes management, heart failure, hypertension, etc. JPS prioritizes health screenings for colon, breast, and cervical cancer by making sure they are completed in all medical homes and offered at community events. Current and ongoing efforts JPS takes to address Dental Care consist of low-cost dental services to children and adults in six dental clinics. The dental clinics are housed in JPS primary care locations, across Tarrant County, including the True Worth Clinic, which delivers care to patients experiencing homelessness. In all of the JPS dental clinics, routine dental care is planned and provided that includes oral and dental hygiene, dental x-rays, fillings, tooth extraction, and surgical clearance. Denture services are provided at the JPS Stop Six Dental Clinic. The dental team consists of a dentist, a dental hygienist and dental assistants at each location, in addition to a dental scheduler. Hours of operation are Monday through Friday, 8:00 am-5:00 pm. The Dental team also participates in several community events each year providing education and dental exams.

JPS Health Network provides community health prevention and education initiatives that lay outside the scope of the programs and activities outlined in this Implementation Strategy. These initiatives are offered through a variety of venues to thousands of Tarrant County residents seeking more information about their health.

The purpose of the CHNA was to offer a comprehensive understanding of the health needs in Tarrant County and guide the hospital's planning efforts to address those needs. Special attention was given to the needs of vulnerable populations, unmet health needs or gaps in services, and input from the community.

## Report Availability and Comment

Please reference JPS' 2023 CHNA for more information on these significant health needs, the community profile and the primary and secondary data sources used to identify these needs. The CHNA and this Implementation Plan are available on the hospital's website at <https://www.jpshealthnet.org/about-jps/public-information>.

Your feedback on this report is welcomed. Please address written comments on the CHNA, the Implementation Plan, or requests for a copy of these documents to: [chna@jpshealth.org](mailto:chna@jpshealth.org).