



WILLIS-KNIGHTON HEALTH SYSTEM

Willis-Knighton Health System
Community Health Needs Assessment
Implementation Plan

September 2019

Implementation Strategy

Willis-Knighton Health System (WKHS) will collaborate with community partners in implementing evidence-based strategies across the community. WKHS has taken into consideration both internal as well as external resources found within other organizations in the development of the 2019 CHNA Implementation Strategy. This phase of the CHNA, the Implementation Strategy, will outline WKHS's action steps to address the health needs of the community identified in the prioritization phase of the CHNA by continuing effective programs or executing new strategies. In this phase, WKHS will also explain why the hospital cannot address all of the needs identified in the CHNA, and if applicable, name organization that WKHS will support in meeting these needs.

As outlined in the CHNA report, the following are needs that WKHS has chosen to address.

- **Access to Health Services** – Access to health services was identified as a community health need in the data assessment as well and the community input phase of the CHNA report. Elements of the previous 2016 CHNA address the community need to increase access to health services. Utilizing the 2016 CHNA Implementation strategy, WKHS has grown its services to better meet its community's need and has now identified a need to improve awareness of community channels to access and learn more about available services.
- **Maternal, Infant, Child Health** – WKHS has identified an opportunity to improve Maternal, Infant, and Child health services offered by their facilities in the community by focusing on enhancing current resources and clinics, improving maternal and perinatal outcomes, and growing the rotating screening programs in the community.
- **Clinical Preventive Services** – WKHS has identified a need to increase the access to new and existing preventive services to help their patients with improved access to preventive care, early detection and management of chronic diseases, and improve healthy lifestyle awareness. Some of the action steps outlined build upon previous screening initiatives included in the 2016 CHNA Implementation strategy.
- **Nutritional, Physical Activity, and Obesity** – WKHS has identified a need to continue education and action to improve Nutritional, Physical Activity, and Obesity in the community. Strategies and action steps have been defined to help WKHS address this community need with a focus on healthy lifestyle education, enhancing healthy lifestyle campaigns, and assessing current patient and cafeteria menus and initiatives, just to name a few.
- **Mental Health**– the limited or dated resources addressing mental health within the community has motivated WKHS to select Mental Health as a key topic of the 2019 CHNA Priorities and develop an implementation strategy that would improve the health of their community in this area.
- **Substance / Tobacco** – Willis-Knighton Medical Center has identified substance abuse and tobacco use prevention to be a community need that they have resources to impact. Specifically, strategies and resources are focused on reevaluating treatment transferring process, prescribing opioid, and referring for treatment from emergency department.

The Implementation Plan below will outline why each need was chosen, identify action steps for how WKHS intends to address the need, the responsible party for implementation, and any goals that will measure the success of the initiative.

Willis Knighton Medical Center

Community Health Need:	Access to Health Services		
Strategy: Continue exploration of opportunities for telehealth Services			
Action Step	Accountability	Timeline	Desired Outcome
Identify opportunities to enhance service offerings	WK Health System	FY 2021	Increase access to care
Communicate any new services with the community	WK Health System	FY 2022	Increase community awareness of WK Services
Strategy: Expansion of endocrinology Services on the WKMC Campus			
Action Step	Accountability	Timeline	Desired Outcome
Increase specialty care services by providing endocrinology coverage for the hospital	WK Health System	FY 2022	Centralized location of endocrinology services
Market expansion of endocrinology coverage	WK Health System	FY 2022	Increased community awareness of services
Increase Diabetes and Nutrition specialty access.	WK Diabetes & Nutrition	FY 2022	Patients effectively manage their diabetic condition
Strategy: Explore expansion of Stroke Certification to WKMC Campus			
Action Step	Accountability	Timeline	Desired Outcome
Explore options of expansion of stroke program (hours, additional providers, etc.)	WKMC CNO/ Administration	FY 2022	Complete assessment of possible expansion
Market expansion of stroke coverage	WK Marketing	FY 2022	Increased community awareness of early detection of strokes
Strategy: Establish a Post Acute Resource Center			
Action Step	Accountability	Timeline	Desired Outcome
Identify appropriate staffing models	WKMC Health System	FY 2020	Complete assessment of feasibility
Evaluate length of stay and avoidable day metrics to decrease unnecessary utilization	WKMC Health System	FY 2020	Pilot Program at one campus
Community Health Need:	Substance / Tobacco		
Strategy: Decrease opioid utilization			
Action Step	Accountability	Timeline	Desired Outcome
Identify high risk patients through technology and use of database	Patient Safety and Quality	FY 2020	Identify and manage high risk population

Increase utilization of the opioid treatment agreement as indicated	Patient Safety and Quality	FY 2020	Identify and manage high risk population
Identify opportunities to reduce opioid prescriptions from the ED	Patient Safety and Quality	FY 2020	Identify and manage high risk population
Strategy: Increase referrals for treatment from the ED			
Action Step	Accountability	Timeline	Desired Outcome
Develop appropriate referral process to route patients for treatment	WK Health System	FY 2021	Identify gaps in care coordination for high utilizers
Development of educational program of ED clinical staff	WK Health System	FY 2021	Quarterly educational meetings with ED staff/ leadership
Strategy: Partner with local community organizations			
Action Step	Accountability	Timeline	Desired Outcome
Continue to supply in kind services to local organizations	WK Health System	Ongoing	Provide in-kind services annually
Explore opportunities of partnering with new organizations in the community	WK Health System	Ongoing	Collaborate with community partners
Strategy: Evaluation and transfer process improvement			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate feasibility of inpatient detox unit with dedicated hospital beds for minor medical needs	WK Health System	FY 2021	Complete financial assessment
Explore Ambulatory Detox Program to assist with relieving burden on ED	WK Health System	FY 2021	Improved ED patient flow
Continue ongoing education with ED physicians about withdrawal symptoms, educational screening classes to be held as requested/ needed.	WK Behavioral Medicine	FY 2021	Rotate educational efforts to each facility quarterly
Community Health Need:	Clinical Preventive Services		
Strategy: Improve the overall percentage of wellness visits for our attributed population			
Action Step	Accountability	Timeline	Desired Outcome
Identify at risk patients for PCPs	WK Health Plus Network	FY 2020	Appropriately manage high risk patients
Educate and distribute data to PCPs for proactive outreach	WK Health Plus Network	FY 2020	Appropriately manage high risk patients
Align with MSSP liaisons for PCP education	WK Health Plus Network	FY 2020	Correctly identify high risk population for providers
Strategy: Continue to provide low-cost diabetes wellness solutions through WK Diabetes and Nutrition Department			
Action Step	Accountability	Timeline	Desired Outcome

Work with community based organizations to develop and distribute diabetes educational materials to underserved residents	WK Diabetes & Nutrition	FY 2020	Distribute current materials quarterly
Willis-Knighton will offer low-cost diabetes wellness solutions training sessions through the WK Wellness Centers	WK Wellness Centers	FY 2020	Assist patients to effectively manage their diabetic condition
Strategy: Examine Wellness Incentive Programs for WK Employees			
Action Step	Accountability	Timeline	Desired Outcome
Explore development of a wellness program designed to encourage wellness appointments among WK Employees	WK Health System	FY 2021	Implement program to encourage employee wellness
Market the wellness program to employees	WK Marketing	FY 2021	Increase participation and awareness
Strategy: Explore opportunities to offer preventative health screenings			
Action Step	Accountability	Timeline	Desired Outcome
Work with employed Physician Network to increase diabetic hemoglobin HgA1c screenings	WK Physician Network	Ongoing	Increase diabetic screenings for better disease management
Pursue various types of cancer screenings throughout the year	WK Cancer Center	Ongoing	Offer screenings at various WKHS locations
Community Health Need:	Nutritional, Physical Activity, and Obesity		
Strategy: Continue community education on Obesity and Healthy Lifestyles			
Action Step	Accountability	Timeline	Desired Outcome
Targeted partnerships with community organizations to educate community on healthy lifestyles and obesity prevention	WK Diabetes & Nutrition	FY 2021	Decrease obesity
Coordinate with hospital cafeteria to develop more healthy food options	WK Dietary	FY 2021	Increase patient satisfaction
Strategy: Determine feasibility of employee health initiatives			
Action Step	Accountability	Timeline	Desired Outcome
Explore and evaluate the development of an incentive program	WK Health System	FY 2021	Implementation of incentive program
Explore benefits of implementing health coaches for WK Employees	WK Health System	FY 2021	Implement health coaches if feasible
Strategy: Reduce proportion of adults who engage in no leisure time physical activity			
Action Step	Accountability	Timeline	Desired Outcome
Market Wellness Center corporate rate to area organizations	WK Marketing	FY 2021	Increase participation
Explore options for Wellness Center promotions	WK Marketing	FY 2020	Increase participation
Strategy: Continued expansion of Ornish Lifestyle Medicine Program			

Action Step	Accountability	Timeline	Desired Outcome
Work with departments to educate on the availability of referrals to the Ornish Lifestyle Medicine Program	WK Wellness Centers	FY 2020	Increase participation by 10%
Continue marketing efforts around Ornish Lifestyle Medicine Program	WK Marketing	FY 2020	Increase participation by 10%
Community Health Need:	Mental Health		
Strategy: Re-evaluate and update current mental health training programs for clinical professionals			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate the success and application of prior training programs and update	WK Behavioral Medicine	FY 2021	Update training programs, as needed
Provide free updated mental health training (assessment, treatment, intervention) for clinical professionals (CEU quality programming)	WK Behavioral Medicine	Ongoing	Provide minimum of 4 classes per year to local partners
Provide free updated mental health training (assessment, treatment, intervention) for local partners	WK Behavioral Medicine	Ongoing	Provide minimum of 4 classes per year to local partners
Strategy: Increase PCP office visits where adults are screened for depression			
Action Step	Accountability	Timeline	Desired Outcome
Education of clinicians on depression quality measures	WK Physician Network	FY 2021	Defined process/ protocols for screening and improve capture rate
Increase screenings for depression in the PCP offices	WK Physician Network	FY 2021	Identify patients at risk for depression
Strategy: Continue recruitment efforts for Behavioral Health Department			
Action Step	Accountability	Timeline	Desired Outcome
Enhance staffing coverage of midlevel and physicians for current services offered	WK Network	FY 2021	Finalized and approved staffing plan
Consider additional staffing for consultant teams, dedicate resources to the resource team to streamline consult efforts	WK Network	FY 2021	Complete assessment of need and pilot at WKMC
Explore adding psychiatrist hospitalist/ midlevel provider with an additional responsibility of managing detox	WK Network	FY 2021	Complete assessment of need

Willis Knighton South

Community Health Need:	Access to Health Services		
Strategy: Evaluate and enhance the expansion of pediatric services in the community			
Action Step	Accountability	Timeline	Desired Outcome
Assess the success of the inpatient pediatric unit	WK Health System	FY 2021	Obtain a defined set of metrics to communicate success
Identify opportunities to improve any existing barriers to enhanced care for patients and families	WK Health System	FY 2021	Assess for social determinants impacting access
Strategy: Explore increased access to pediatric specialists			
Action Step	Accountability	Timeline	Desired Outcome
Implement new technology to simplify the process of scheduling appointments	WK Health System	FY 2020	Improve scheduling within the practices
Explore telemedicine	WK Health System	FY 2021	Complete assessment on pediatric telehealth opportunities
Strategy: Explore partnerships with subspecialties			
Action Step	Accountability	Timeline	Desired Outcome
Support partnerships with outside academic institutions	WK Health System	FY 2021	Increase access to subspecialties in our community
Explore options to increase pediatric residency slots	WK Health System	FY 2021	Increase access to subspecialties in our community
Strategy: Coordinate care of diabetes management to control diabetes population			
Action Step	Accountability	Timeline	Desired Outcome
Establish diabetes registry partner with diabetic collaborative	WK Health System	FY 2021	Correctly identify high risk population for providers and benchmark the population
Develop new diabetic protocol with primary care physicians and endocrinologists	WK Health System	FY 2021	Improve coordination of care for diabetic population between specialist and primary care physician
Community Health Need:	Maternal, Infant, Child Health		
Strategy: Evaluate the success of the expansion to Women's Health Centers Partners - Susan Drive			

Action Step	Accountability	Timeline	Desired Outcome
Assess the current performance of the Women's Health Centers Partners	WK Network	FY 2021	Completed assessment
Identify opportunities to enhance the patient /family experience	WK Network	FY 2021	Enhance patient satisfaction
Develop a plan to implement identified enhancements	WK Network	FY 2021	Implement plan to enhance
Strategy: Evaluate and enhance current rotating screening programs			
Action Step	Accountability	Timeline	Desired Outcome
Identify additional partnership opportunities to increase screenings	WK Health System	Ongoing	Provide a minimum of 5 screenings per location
Communicate screening availability to community	WK Health System	Ongoing	Increased awareness through Facebook, digital billboards, and websites
Strategy: Develop Pediatric Center of Excellence			
Action Step	Accountability	Timeline	Desired Outcome
Hire physician champion	WK Health System	FY 2022	Implement best practices through physician leadership
Develop statewide programming to improve patient access	WK Health System	FY 2022	Completion of Pediatric Center of Excellence
Strategy: Improve maternal and perinatal outcomes			
Action Step	Accountability	Timeline	Desired Outcome
Partner with the Louisiana Quality Network with a goal of enhancing the health of members	WK Health System	FY 2020	Improved quality through collaboration
Collaborate with LQN partners to create risk stratification tool	WK Health System	FY 2019	Improved quality through collaboration
Community Health Need:	Clinical Preventive Services		
Strategy: Improve the overall percentage of wellness visits for our attributed population			
Action Step	Accountability	Timeline	Desired Outcome
Identify at risk patients for primary care physicians	WK Network	FY 2021	Improved coordination of care
Educate and distribute data to primary care physicians for proactive outreach	WK Network	FY 2021	Improved coordination of care
Align with MSSP liaisons for primary care physician education	WK Network	FY 2021	Increase primary care physician knowledge of metrics and patient outcomes
Strategy: Increase access to providers			
Action Step	Accountability	Timeline	Desired Outcome

Evaluate current scheduling processes to streamline and provide more visibility	WK Health System	FY 2021	Increase access to scheduling
Explore options for online appointment requests	WK Health System	FY 2021	Increase access to scheduling
Strategy: Improve access for maternal fetal medicine			
Action Step	Accountability	Timeline	Desired Outcome
Explore partnership with neighboring communities	WK Network	FY 2021	Increase access for neighboring communities
Evaluate benefit of improved access to maternal fetal medicine	WK Network	FY 2021	Complete assessment
Strategy: Reduce inappropriate ED utilization			
Action Step	Accountability	Timeline	Desired Outcome
Identify and select specific types of preventable ED visits to address	WK Health System	FY 2021	Streamline efforts for maximum impact
Identify gaps in care coordination and system navigation for high ED utilizers	WK Health System	FY 2021	Improve transitions of care
Community Health Need:	Nutritional, Physical Activity, and Obesity		
Strategy: Continue community education on obesity and healthy lifestyles			
Action Step	Accountability	Timeline	Desired Outcome
Targeted partnerships with community organizations to educate community on healthy lifestyles and obesity prevention	WK Diabetes and Nutrition	FY 2021	Identify and collaborate with community partners
Coordinate with hospital cafeteria to develop more kid friendly healthy food options	WK Dietary	FY 2021	Implement new offerings in cafeteria
Strategy: Update healthy pregnancy campaign			
Action Step	Accountability	Timeline	Desired Outcome
Partner with new community organizations to conduct free educational / nutrition classes for pregnant mothers	WK Health System	FY 2021	Provide targeted education to help mothers maintain healthy weight
Explore expansion and marketing of safe exercise during pregnancy	WK Health System	FY 2021	Improve knowledge and encourage participation of continued physical health during pregnancy
Strategy: Promote consumption of healthful diets and maintain healthy weight during pregnancy			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate current education program	WK Health System	FY 2020	Complete assessment of current offerings. Update as needed.

Optimize educational program to maintain healthy weights during pregnancy	WK Health System	FY 2021	Improve knowledge and encourage participation of continued physical health during pregnancy
Strategy: Explore partnerships to decrease food insecurity			
Action Step	Accountability	Timeline	Desired Outcome
Work with community leadership to evaluate ways WK can improve access and teaching on healthful diet choices	WK Health System	FY 2021	Improve awareness of the benefits of healthful diets
Support and promote educational opportunities around healthful eating	WK Health System	FY 2021	Offer updated healthful choice content via WK Website and Facebook
Community Health Need:	Mental Health		
Strategy: Optimize existing providers to enhance mental health services available			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate frequency of the mobile consult team	WK Behavioral Medicine	FY 2021	Maximize efficiency of current health system resources
Identify or strengthen 2 new partnerships for improved placement of patients	WK Behavioral Medicine	FY 2021	Continuously update and evaluate community partners to improve transitions of care
Strategy: Increase access to mental health providers			
Action Step	Accountability	Timeline	Desired Outcome
Explore mid-levels to treat uncomplicated patients	WK Health System	FY 2021	Increase the number of mental health providers
Work with primary care physicians to flag/alert mid-levels to screen	WK Health System	FY 2021	Alert system established
Strategy: Increase awareness of digital bullying for pediatric providers			
Action Step	Accountability	Timeline	Desired Outcome
Explore and facilitate a system of collaborative care with primary care providers to educate providers on effects of digital bullying	WK Behavioral Medicine	FY 2021	Increase access through collaboration
Develop a system of resources for providers to care for specific pediatric concerns	WK Behavioral Medicine	FY 2021	Increase access to resources to address need
Strategy: Enhance substance abuse/mental health training for clinical professionals			
Action Step	Accountability	Timeline	Desired Outcome
Provide neonatal abstinence training to direct and non-direct care providers	WK Behavioral Medicine	FY 2021	Early recognition of NAS



Explore expansion of education to community partners, including affiliate schools	WK Behavioral Medicine	FY 2021	Improved training for clinical students entering the workforce
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Willis – Knighton Bossier

Community Health Need:	Access to Health Services		
Strategy: Increase access to health services at the low cost/free primary care clinic in Bossier Parish			
Action Step	Accountability	Timeline	Desired Outcome
Partner with local organization to coordinate free / reduced cost transportation options	WK Health System	FY 2021	Improve access by reducing barriers to care
Explore partnership opportunities with established FQHC	WK Health System	FY 2022	Complete assessment of partnership opportunities
Market community awareness of services offered at clinics	WK Marketing	FY 2022	Increased community awareness through Facebook, digital billboards and website
Strategy: Continue to leverage decision support systems to help identify "frequent flyer" patients in the Emergency Department and direct to more appropriate care locations			
Action Step	Accountability	Timeline	Desired Outcome
Conduct analysis of health information technology capabilities	WK Health System	FY 2021	Complete analysis
Research and identify effective efforts to reduce inappropriate ED utilization in other facilities/states	WK Health System	FY 2021	Complete assessment
Strategy: Increase access to diabetic retinopathy screening			
Action Step	Accountability	Timeline	Desired Outcome
Addition of equipment to provide diabetic retinal exam in PCP offices to identify retinopathy	WK Network	FY 2021	Increase number of diabetic retinopathy screenings
Explore expansion of retinal exams	WK Network	FY 2020	Assess feasibility to expand
Market addition of the retinal camera	WK Network	FY 2020	Increase awareness through digital billboards and social media campaigns
Strategy: Reduce preventable hospital readmissions			
Action Step	Accountability	Timeline	Desired Outcome

Explore and evaluate tools to identify high risk population	WK Health System	FY 2021	Implementation of tools and standardized protocol
Develop processes and protocols around early deployment of care coordination and discharge planning	WK Health System	FY 2021	Implementation of protocol
Community Health Need:	Maternal, Infant, Child Health		
Strategy: Decrease the percentage of live births with low birth weight			
Action Step	Accountability	Timeline	Desired Outcome
Support community partnerships to increase education of the community on risk factors of having a low-birth weight baby	WK Health System	FY 2021	Increase awareness
Evaluate current methods and strategies to identify high-risk populations	WK Health System	FY 2021	Identify and manage high risk population
Explore strategies to address social determinants of health	WK Health System	FY 2021	Complete assessment
Strategy: Decrease the incidents of obstetric hemorrhage			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate readiness according to AIM Bundle for obstetric hemorrhage	WK Health System	FY 2019	Establish a protocol to continuously improve safety around obstetric hemorrhage
Implement new protocols to address obstetric hemorrhaging	WK Health System	FY 2019	Establish a protocol to continuously improve safety around obstetric hemorrhage
Strategy: Enhance recognition of Perinatal depression and anxiety			
Action Step	Accountability	Timeline	Desired Outcome
Identify and evaluate mental health screening tools	WK Health System	FY 2021	Improve recognition of perinatal depression and anxiety
Educate clinicians and office staff on the use of identified screening tools	WK Health System	FY 2021	Implementation of streamlines process
Strategy: Explore options to increase access to pediatric primary care physicians			
Action Step	Accountability	Timeline	Desired Outcome

Evaluate appointment scheduling protocol and ease of scheduling	WK Health System	FY 2021	Increase access to care
Assess digital appointment strategies, and ease of visibility of pediatric providers	WK Health System	FY 2021	Complete assessment
Community Health Need:	Clinical Preventive Services		
Strategy: Improve the overall percentage of wellness visits for our attributed population			
Action Step	Accountability	Timeline	Desired Outcome
Identify at risk patients for PCPs	WK Health System	Ongoing	Identify and manage high risk population
Educate and distributes data to PCPs for proactive outreach	WK Physician Network	Ongoing	Identify and manage high risk population
Align with MSSP liaisons for PCP education	WK Physician Network	Ongoing	Provide education and support to improve wellness visits
Strategy: Increase access and recognition of routine screenings			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate tools and current IT data structure to identify required screenings	WK Health System	FY 2021	Implement screenings
Explore patient outreach and digital communication strategies	WK Health System	FY 2021	Improved access to care
Strategy: Increase access to PCPs			
Action Step	Accountability	Timeline	Desired Outcome
Explore options to recruit and enhance PCP coverage	WK Health System	FY 2021	Increase PCP coverage
Evaluate telemedicine technology to expand access to PCPs	WK Health System	FY 2021	Implement telemedicine technology
Strategy: Increase prevention behaviors in persons at high risk for diabetes with prediabetes			
Action Step	Accountability	Timeline	Desired Outcome
Identify existing model and potential for improvement of diabetes screening	WK Health System	FY 2021	Improve early identification
Evaluate current protocol for face to face education and explore options to increase access to face to face education	WK Health System	FY 2021	Enhance awareness of the patient population
Community Health Need:	Nutritional, Physical Activity, and Obesity		
Strategy: Continue community education on obesity and healthy lifestyles			
Action Step	Accountability	Timeline	Desired Outcome
Targeted partnerships with community organizations to educate community on healthy lifestyles and obesity prevention	WK Health System	FY 2021	Educate community on

			benefits of healthy lifestyle
Partner with community organizations to participate in obesity/lifestyle specific health fairs bi-annually	WK Health System	Ongoing	Participate in health fairs bi-annually
Strategy: Re-evaluate current Room Service Dietary Initiative			
Action Step	Accountability	Timeline	Desired Outcome
Re-evaluate dietary menu options for room service dietary	WK Dietary	FY 2021	Increased patient satisfaction
Coordinate with hospital cafeteria to develop more healthy food options	WK Dietary	FY 2021	Increased patient satisfaction
Strategy: Re-evaluate and update physical movement campaign			
Action Step	Accountability	Timeline	Desired Outcome
Explore options for corporate wellness incentives	WK Health System	FY 2022	Implement wellness incentives
Explore options to allow individual employee fitness evaluations	WK Health System	FY 2022	Increased employee physical activity
Strategy: Expansion of lifestyle medicine program			
Action Step	Accountability	Timeline	Desired Outcome
Expansion of Ornish Lifestyle Medicine Program to the WKB campus	WK Health System	FY 2021	Launch Ornish program at second facility
Market expansion of Ornish Lifestyle Medicine Program	WK Health System	FY 2021	Improve awareness through digital billboards, website, social media, and newspaper outlets
Community Health Need:	Mental Health		
Strategy: Enhance outpatient services specifically for substance abuse treatment			
Action Step	Accountability	Timeline	Desired Outcome
Identify additional opportunities to collaborate with community partners	WK Behavioral Health	FY 2021	Identification of community partners
Increase the number of PMP queries to improve opioid stewardship	WK Behavioral Health	FY 2021	Improve opioid stewardship
Strategy: Collaborate with local organizations to develop a mental illness awareness campaign			
Action Step	Accountability	Timeline	Desired Outcome

Support sponsorship of community awareness programs	WK Behavioral Health	Ongoing	Sponsor 3 events per year
Expand education in post-secondary schools of mental health disparities	WK Behavioral Health	FY 2021	Establish ongoing relationships with schools
Strategy: Increase the proportion of primary care facilities that provide mental health screening			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate current digital technology to capture depression screening within primary care clinics	WK Health System	FY 2020	Establish protocol for capturing depression screening
Educate clinics on mental health resources in the community	WK Health System	FY 2021	Provide information on available resources
Strategy: Explore and evaluate options for detox			
Action Step	Accountability	Timeline	Desired Outcome
Conduct impact analysis on feasibility of outpatient detox expansion to WKB campus	WK Behavioral Health	FY 2020	Complete financial analysis
Conduct impact analysis on feasibility of creating dedicated inpatient detox unit	WK Behavioral Health	FY 2022	Addition of 6 bed unit

Willis – Knighton Pierremont

Community Health Need:	Access to Health Services		
Strategy: Enhance telemedicine services to improve access in rural clinics			
Action Step	Accountability	Timeline	Desired Outcome
Identify key areas of telemedicine to enhance services in existing locations	WK Health System	FY 2021	Implement telemedicine
Target hospitals/clinics to add new telemedicine capabilities	WK Health System	FY 2021	Implement telemedicine
Strategy: Improve transitions of care from ED			
Action Step	Accountability	Timeline	Desired Outcome
Create appropriate ED follow up protocol	WK Health System	FY 2021	Standardize follow up protocol
Evaluate care coordination activities in the ED	WK Health System	FY 2021	Standardize follow up protocol
Strategy: Evaluate new care delivery approaches			
Action Step	Accountability	Timeline	Desired Outcome
Support exploration of discharge to home health versus other post acute environments	WK Health System	FY 2021	Complete assessment
Research and evaluate lifestyle medicine delivery models	WK Health System	FY 2021	Complete evaluation
Strategy: Decrease overall readmissions			
Action Step	Accountability	Timeline	Desired Outcome
Explore and evaluate current process to identify high risk patients at point of care	WK Health System	FY 2020	Evaluation of available tools to assist in identifying patients at risk for readmission
Identify specific populations to target and provide streamlined coordination of care	WK Health System	FY 2021	Decreased readmissions
Community Health Need:	Maternal, Infant, Child Health		
Strategy: Reduce the rate of C-sections among low-risk women			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate current high-risk identifiers	WK Health System	FY 2020	Identify and manage high risk population
Develop peer review process to evaluate outliers	WK Health System	FY 2020	Identify and manage high risk population
Track progress of C-section rates	WK Health System	FY 2020	Decrease variances in care
Strategy: Explore opportunities to enhance current breast feeding initiatives			

Action Step	Accountability	Timeline	Desired Outcome
Explore and evaluate current breastfeeding policies and protocols	WK Health System	FY 2019	Continuously update and improve protocols
Work with LQN to address barriers and increase collaboration efforts	WK Health System	Ongoing	Improved collaboration
Strategy: Improve maternal and perinatal outcomes			
Action Step	Accountability	Timeline	Desired Outcome
Develop and implement risk stratification tool	WK Health System	FY 2020	Streamlined process to identify perinatal risk
Develop a method to track risk stratification adherence	WK Health System	FY 2020	Provide early recognition and appropriate treatment, including early referral for intervention
Strategy: Increase awareness of preterm births and its consequences			
	Accountability	Timeline	Desired Outcome
Support partnerships with state quality collaboratives/peer review education	WK Health System	FY 2021	Effective collaboration to improve quality outcomes
Collaborate with community partners to educate on the risks of preterm births	WK Health System	FY 2021	Effective collaboration to improve quality outcomes
Community Health Need:	Clinical Preventive Services		
Strategy: Improve the overall percentage of wellness visits for our attributed population			
Action Step	Accountability	Timeline	Desired Outcome
Identify at risk patients for PCPs	WK Physician Network	FY 2020	Identify and manage high risk population
Educate and distribute data to PCPs for proactive outreach	WK Physician Network	FY 2020	Identify and manage high risk population
Align with MSSP liaisons for PCP education	WK Physician Network	FY 2020	Provide education and support to improve wellness visits
Strategy: Improve outcomes in colon cancer treatment			
Action Step	Accountability	Timeline	Desired Outcome
Work collaboratively with The Take on Cancer Louisiana Program	WK Cancer Center	FY 2021	Increase Breast Cancer and Colorectal Cancer screenings

Review and collect data to share with the collaborative to identify opportunities to optimize processes	WK Cancer Center	FY 2021	Improved quality outcomes through collaboration
Strategy: Re-evaluate a Lifestyle Medicine Program			
Action Step	Accountability	Timeline	Desired Outcome
Support exploration of lifestyle medicine coordinated in PCP office settings	WK Network	FY 2020	Launch lifestyle medicine campaign
Develop protocols/processes around coordinated lifestyle management programs	WK Health System	FY 2021	Launch lifestyle medicine campaign
Strategy: Explore expansion of chronic care management in clinics			
Action Step	Accountability	Timeline	Desired Outcome
Conduct financial impact analysis of CCM expansion	WK Physician Network	FY 2021	Complete financial assessment
Identify metrics used to measure the population health impact of CCM expansion	WK Physician Network	FY 2021	Support coordinated efforts for better management of high risk patients
Community Health Need:	Nutritional, Physical Activity, and Obesity		
Strategy: Continue community education on obesity and healthy lifestyles			
Action Step	Accountability	Timeline	Desired Outcome
Targeted partnerships with community organizations to educate community on healthy lifestyles and obesity prevention	WK Health System	FY 2020	Improve collaboration
Coordinate with hospital cafeteria to develop more healthy food options	WK Health System	FY 2020	Improve patient satisfaction
Strategy: Enhance current healthy food and stroke education programs			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate success of current education and stroke prevention programs	WK Health System	FY 2021	Effectively track program success
Identify new community partnerships and update current education programs to align with at risk populations	WK Health System	FY 2021	Identify gaps through collaboration and improved education
Strategy: Enhance physical movement campaign for campus and Willis-Knighton partners			
Action Step	Accountability	Timeline	Desired Outcome
Employee participation in community events	WK Health System	Ongoing	Increased awareness and participation in community events
Explore options for wellness coaches to work directly with WK employees	WK Health System	FY 2021	Implement successful employee wellness incentive program

Strategy: Increase the proportion of adults who have access to participate in employer-based exercise facilities			
Action Step	Accountability	Timeline	Desired Outcome
Market corporate rate for WK fitness facilities	WK Health System	FY 2021	Increase awareness by use of digital billboards, social media campaigns and through the WK website
Explore employee incentive options to increase physical activity	WK Health System	FY 2021	Implement successful employee wellness incentive program
Community Health Need:	Mental Health		
Strategy: Re-evaluate and update current mental health training programs for clinical professionals and first responders			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate the success and application of prior training programs and update training programs	WK Behavioral Medicine	FY 2022	Evaluate current training programs
Provide free updated mental health training (assessment, treatment, intervention) for clinical professionals (CEU quality programming)	WK Behavioral Medicine	FY 2022	Increase community awareness
Provide free updated mental health training (assessment, treatment, intervention) for law enforcement and active duty personnel and emergency responders	WK Behavioral Medicine	FY 2022	Increase community awareness
Strategy: Continue to promote Employee Assistance Program			
Action Step	Accountability	Timeline	Desired Outcome
Provide educational information to employees around Employee Assistance Program (EAP) and services offered through the program	WK Human Resources	Ongoing	Continue promotion of Employee Assistance Programs
Re-evaluate current resources and identify opportunities to enhance services included in the EAP	WK Human Resources	FY 2021	Complete evaluation of current program
Strategy: Increase access to mental health providers			
Action Step	Accountability	Timeline	Desired Outcome
Explore options to enhance in-hospital consult team	WK Behavioral Medicine	FY 2020	Improved access to mental health providers
Create protocol to appropriately screen and place patient from ED to appropriate setting	WK Behavioral Medicine	FY 2022	Improved transitions of care

Strategy: Increase awareness of the effects of Childhood Trauma			
Action Step	Accountability	Timeline	Desired Outcome
Support participation of ACES training (Adverse Childhood Experiences Study)	WK Behavioral Medicine	FY 2022	Improved awareness
Work to identify risk factors of childhood experiences in our community	WK Behavioral Medicine	FY 2022	Early recognition and awareness

Needs Not Addressed

Several needs outlined in the CHNA process have not been addressed in this plan. In the initial discussion and subsequent prioritization, the Community Needs Assessment Team 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 the hospital. The following chart outlines why some of the needs identified in the needs assessment are not addressed:

COMMUNITY NEED	REASON NOT ADDRESSED
Willis-Knighton Medical Center	
Maternal, Infant, Child Health	Willis-Knighton Medical Center feels Maternal, Infant, Child Health is better supported by other locations within the system.

APPENDIX:

2016 Implementation Strategy and Status Update

Willis – Knighton Medical Center

Access to Services	Strategy: Evaluate Urgent Care Center		
	Action Step	Desired Outcome	Evaluation Impact
	Initiate process to identify potential location for Urgent Care Center	Identification of a viable location for a new of Urgent Care to increase access to care	A location was chosen for a new urgent care center in the Forbing development in south Shreveport, an area not previously served by urgent care locations. Willis-Knighton now provides five urgent care locations across the community.
	Conduct market opportunity assessment for Urgent Care Center	Identification of the market opportunity for a new Quick Care location	The Forbing Quick Care development was predicted to have a positive impact on the health system by reducing unnecessary ED encounters and providing additional access. For WK Medical Center, rather than attempt a new Quick Care location, Access efforts were refocused to enhance Fast Track Beds in the existing Emergency Department.
	Build financial impact analysis for Urgent Care (including staffing plan)	Completed financial analysis	The Forbing Quick Care location began recording patient encounters in FY 2017.The financial impact has been positive while increasing access to care. The financial impact of opening and staffing the Fast Track beds has not been determined. The focus has largely been on increasing throughput, decreasing wait times, and incidents of patients that leave the ED without being seen (LWOT).
	Strategy: Optimize Transfer Process		
	Action Step	Desired Outcome	Evaluation Impact
Evaluate current bed placement system process and technology	Completed evaluation	In 2012 Willis-Knighton Health System initiated a prototype full electronic bed board system which has been upgraded annually since inception. Newer modules have been included for EVS, Infection Control, Care Management and the Business Office. This new automation has aided increased admissions and measurably lowered overall wait time for patients. Increased visual aids and directed automated alerts and notifications ensure that all departments stay involved and are able to stay an active part of the continuous patient flow process.	

<p>Optimize bed placement system to improve current transfer processes</p>	<p>Reduced wait time for transfer</p>	<p>Transfer Module and the implementation of a 24/7 Transfer Center has streamlined communication and decision making, enabled us to utilize the resources of the entire health system vs. a single facility and has driven an improved "system" mindset instead of a siloed approach.</p> <p>Traditionally, Willis-Knighton Medical Center had received a disproportionate amount of transfers as compared to other facilities. Centralizing patient placement and coordinating transfers through a single location enabled WK patient flow personnel to view the availability of the entire health system and match the patient to the most appropriate location based on the patient's needs and the resources available.</p>
<p>Strategy: Enhance Discharge Planning Program</p>		
<p>Action Step</p>	<p>Desired Outcome</p>	<p>Evaluation Impact</p>
<p>Evaluate current process for discharge planning and identify weakness points (consider conducting focus groups consisting of clinicians and discharge planners)</p>	<p>Completed focus groups with clinicians</p>	<p>Daily morning interdepartmental "bed huddles" were initiated. These meetings include physicians as well as nurses and active members of the Utilization Management Committee.</p> <p>The Utilization Management Committee meets quarterly to review improvement opportunities. This committee charged with improving patient flow and removing discharge barriers. Action is taken based on findings and then progress is tracked carefully. Some of the frequent topics/challenges include late rounding practices, avoidable patient days and post-acute care placement barriers.</p>
<p>Research best practice techniques to improve discharge planning (begin discharge planning process as soon as admittance, etc.)</p>	<p>Reduced wait time for discharge</p>	<p>Willis-Knighton has relocated Case Management and Utilization staff to the forefront of the patient flow process at the point of service. This ensures the patient is in the right status and level of care to estimate the expected discharge date based on the projected DRG and to flag post-acute needs.</p> <p>This information is captured within the Case Management module of the bed board and a visual notice is created for the case managers and discharge planners. This helps ensure physicians receive timely communication on potential discharges and highlights further documentation that may be required at the time of discharge.</p> <p>Additionally, we use this information to send out rounding suggestions to the physicians so they will know which patients most likely could be discharged for that day.</p>

	Educate discharge planners on the balance of patient choice and preferred providers	Increased patient satisfaction	Discharge planners have been scripted to provide a clear list of all available resources. Scripting has improved communication. Providing this education has enabled the patient to make informed decisions and does much to ensure the patient is comfortable with their decision.
	Strategy: Train Current and Prepare Future Health Professionals		
	Action Step	Desired Outcome	Evaluation Impact
	Maintain commitment to interdisciplinary professional and paraprofessional education	Continued residency program	Willis-Knighton has maintained clinical residency partnerships with numerous physician and allied health educational programs. There are currently about 40 medical residency positions available with the Willis-Knighton Health System staffed through programmatic partnerships with LSU Health Shreveport. More than 30 of these residencies are filled at WK Medical Center.
	Explore recruitment of additional hospitalists	Experienced 5% growth in hospitalists, minimum	This goal was easily met with the medical ranks of the Willis-Knighton Physician Network increasing by 19 hospitalists (40%) between FY 2016 and the close of FY 2017. The inclusion of more hospitalists has positively impacted inpatient utilization.
Diabetes	Strategy: Provide Low-cost Diabetes Prevention and Education Classes to the Public		
	Action Step	Desired Outcome	Evaluation Impact
	Willis-Knighton will offer diabetes prevention classes to the public	Attendance of at minimum 15 participants each event	Willis-Knighton Health System has offered in the past low cost one-on-one classes for diabetic education. In 2017 a new model was put in place enabling physicians to direct refer new clients for a low cost, one-time fee, allowing for up to 5 education classes. A dietician educates a pediatric population at the WK Specialty Pediatric Clinic once monthly, at no charge. WK also offers nutrition education for the military.
	Market Willis-Knighton diabetes prevention classes to the public	Produced Facebook ads; website links; newspaper announcements	Willis-Knighton health education courses are marketed in regular rotation via website links, social media platforms, WKTV, newspaper advertisements. Educational handouts are provided as requested to the clinics.
	Strategy: Explore Implementation of Lifestyle Medicine program		
	Action Step	Desired Outcome	Evaluation Impact
	Support pilot of Lifestyle Medicine Program at Bossier hospital	25 participants in pilot program	This project was refocused in the fall of 2018, to align with Medicare initiatives on Ornish Lifestyle management. A strategic WK team of professionals received in-depth training in Ornish Lifestyle Management. The program was implemented at Willis-Knighton Medical Center. This facility was chosen because of the concentration of heart services available. An initial cohort group of patients were referred and completed the first 9

		week training session. Member groups are started each month, and sessions are held twice weekly, on Tuesdays and Thursdays. The nine-week sessions boast a 94% completion rate. Willis-Knighton holds the only Ornish Lifestyle treatment program within the state of Louisiana.	
Evaluate success of Lifestyle Medicine Program and develop plan to launch at other locations	Plan for Lifestyle Medicine at all locations	Willis-Knighton implemented a proven Lifestyle medicine program beginning in January 2019. The Ornish Lifestyle Medicine Program reverses the progression of heart disease by helping patients optimize four key areas of their life: fitness, stress management, nutrition, and support.	
Strategy: Provide Low-cost Diabetes Wellness Solutions through WK Wellness Centers			
Action Step	Desired Outcome	Evaluation Impact	
Work with community based organizations to develop and distribute diabetes educational materials to underserved residents	Materials provided to approximately 25 residents every month	Willis-Knighton has refocused this effort and expanded opportunities for online education, and in person seminars with a variety of health related topics at multiple locations through the system. The community also has access to online health libraries and health news through the Willis-Knighton website.	
Willis-Knighton will offer low-cost diabetes wellness solutions training sessions through the WK Wellness Centers	Patients effectively manage their individual diabetic condition	Wellness seminars are offered at all locations with a \$5.00 charge for members and \$10.00 charge for non-members. The seminars are marketed in a variety of ways to reach the community.	
Obesity	Strategy: Create Physical Movement Campaign for Campus		
	Action Step	Desired Outcome	Evaluation Impact
	Evaluate location(s) for walking trails around campus	Identified walking trail around campus with signs (include mileage)	This project did not move beyond the preliminary developmental phase. For WKMC and WK Rehabilitation Institute, the neighborhoods surrounding the facilities were too busy with street traffic and construction activity.
	Launch "Take the Stairs" Campaign for campus	Campaign launched with elevator posters	Willis-Knighton continues to encourage all physically abled employees and guests to use common area stairwells throughout the health system.
	Provide a Bariatric program to the greater community	Bariatric solutions for all payer classes	The bariatric program housed at WK Medical Center provides beneficiaries of multiple payer sources, including Medicaid and WK's own Health Plus employees with access to social workers, exercise facilities, lifestyle coaching and surgical options.
	Strategy: Launch Health Food Program through Cafeteria (Heart Focused)		
Action Step	Desired Outcome	Evaluation Impact	

	Work with cafeteria leadership to evaluate current food offerings and develop heart healthy menu	Provision of a Heart healthy menu	In 2017 and early 2018 Willis-Knighton greatly modified and enhanced its cafeteria and patient menu options, specifically including a variety of heart-healthy alternatives and low-calorie, low fat alternatives. Menu choices and recipes are monitored and approved for use by registered dietitians and heart-healthy alternatives frequently use American Heart Association approved recipes. Fresh produce is utilized daily.
	Identify Heart Healthy Options in the cafeteria and label healthy options with stickers/signs	Increased number of heart healthy food options purchased	The Willis-Knighton primary cafeterias serve heart healthy options readily identified as such by signage on the main cafeteria lines, along the salad bars and in occasional specialty foods areas. Further, healthy menu options are also promoted online.
Mental Health	Strategy: Enhance Mental Health Training for Clinical and Nonclinical Professionals		
	Action Step	Desired Outcome	Evaluation Impact
	Research the mental health impact on racial / ethnic groups to provide culturally appropriate education and care	Enhanced mental health education program	WK Rehabilitation Institute (a satellite facility of WK Medical Center) provides monthly (minimum 10 per year), free, CEU quality professional in services for community and area mental health professionals. WK Rehabilitation Institute also hosts monthly meetings for the Louisiana Association of Social Workers. Topics deal with a variety of issues, including topics on ethics and cultural diversity. Willis-Knighton participates in the Coalition for Mental Health and Advanced Integrated Mental Health Solutions.
	Provide free mental health training (assessment, treatment, intervention) for clinical professionals (CEU quality programming)	Established audience of about 40 participants each class	WK Rehabilitation Institute (a satellite facility of WK Medical Center) provides monthly (minimum 10 per year), free, CEU quality professional in services for community and area mental health professionals. WK Behavioral Medicine staff also provides education services to community organizations upon request.
	Provide free mental health training (assessment, treatment, intervention) for law enforcement and active duty personnel and emergency responders	Established audience of about 40 participants each class	To date, these services have not been requested within the specified parameters of this Community Health Needs Assessment. This service could be provided free of charge, as requested.
	Strategy: Support exploration of Telemedicine services		
	Action Step	Desired Outcome	Evaluation Impact
Evaluate early psychosis program to provide assessment, medication management, support groups and education and employment and peer advocate support	Completed evaluation of early psychosis program	Due to pressing demands during the timeframe of these Community Health Needs Assessment, resources for this action step were not available to accommodate this modality. Demand required resources be allocated to acute crisis intervention needs, in lieu of preventative programs. Acute crisis demands are such that, this program	

			may not be feasible for the health system for the foreseeable future.
	Evaluate opportunity to pursue development / expansion of telemedicine resources for patients in need of mental health services	Completed assessment of telehealth opportunity	<p>Viable hardware and software platforms have been identified, preferred technology has been identified and the Willis-Knighton Health System By-Laws have been amended to allow for telemedicine applications.</p> <p>The health system will introduce the service in the Emergency Departments, Behavioral Health and Cancer Center settings. The present anticipation is telemedicine will be utilized in appropriate settings by the year 2020.</p>
Screenings	Strategy: Explore Quarterly Rotating Screening Program		
	Action Step	Desired Outcome	Evaluation Impact
	Identify locations in the community to hold quarterly screenings	Established new and/or promotion of existing accessible screening locations throughout the community	Both community screenings and payor-specific screenings are being held on campus at WK Medical Center. Special offerings available at lower cost throughout the health system.
	Define the types of screenings to provide through the program, based on community need and service availability	Provision of Lung cancer screenings and physical exam/sports medicine screenings are established screenings at WKMC	Approximately 1,500 Sports Medicine program physical exams are provided free of charge once per year at the WK Eye Institute for area high-school athletes. Reduced cost calcium scoring screening is offered in February during heart awareness month. Increased amounts of patients are seen during this time at the WKMC and WKP campuses. Lung cancer screening are managed through the WK Cancer Center, they are performed at WKB Pavilion and WK Portico. Prostate cancer screenings are offered during men's health month each year.
	Market Screening program to the community with date, location and time of screenings	Ensured awareness is sufficient to increase community utilization of screening opportunities	We advertise through multiple outlets in the community to reach a broad spectrum of eligible candidates.
	Provide free health screenings and physicals through the Simpkins Community Health & Education Center	Increased access to screenings for the northern neighborhoods of the city	Willis-Knighton offers free health screenings for student athletes. Nurse practitioners complete these screenings for each area school. These screenings include, eye exams, physicals, blood pressure readings and other services. They are marketed directly to area schools.
	Strategy: Educate Employees and Community of Benefits of Early Detection Screenings		
	Action Step	Desired Outcome	Evaluation Impact
Explore information pamphlets and	Tangible educational material provided	Willis-Knighton's Physical Medicine & Rehabilitation department conducts frequent body fat and health fairs at WKHS campuses.	

	education to promote screenings	to employees promote early detection awareness	
	Incorporate Early Detection Screening recommendations into employee benefits program	Employees provided with early detection and wellness screenings opportunities	Willis-Knighton Health System hosts annual disability and wellness expos at the Willis-Knighton Medical Center campus. WK employees are also exposed to any screening opportunity the system offers.
Strategy: Support Expansion of Dementia Clinic			
	Action Step	Desired Outcome	Evaluation Impact
	Leverage clinical and operational expertise to support dementia clinic	Enhanced dementia and geriatric specific Behavioral Medicine continuum of care in the community	WK Rehabilitation Institute (a satellite facility of WK Medical Center) began operations in March 2017 gearing up to support geriatric and dementia health inpatient and outpatient care. However, inpatient Environment of Care regulatory changes (elimination of medical beds in inpatient psych care) and an underutilization of those services demanded a change in resource allocation. Psychiatric beds were restructured to provide more general psych beds in response to community needs.
	Explore opportunity to expand dementia clinic	Enhanced dementia and geriatric specific Behavioral Medicine acute care and outpatient therapy in the community	Acute crisis demands are such that, this program may not be feasible for the health system for the foreseeable future. Additionally, the demand for geriatric-specific services did not manifest as anticipated.

Willis – Knighton South

Access to Services	Strategy: Expand Pediatric Services in the Community		
	Action Step	Desired Outcome	Evaluation Impact
	Contract with remote and/or rural facilities to enhance Neonatologist and Pediatric Surgery coverage	Expanded pediatric specialist coverage to rural areas	Contracts established with partners in Ruston, Minden, Monroe, and Natchitoches, Louisiana.
	Renovate former Behavioral Medicine Unit into 24-bed Pediatric Unit	Added Pediatric Unit to WK South nursing services	The 24-bed Pediatric Unit was licensed and began operations in June 2018.
	Market the opening of the new Pediatric Unit to the public	Enhanced awareness of expanded pediatric services at WK South	The pediatric unit opened June 2018 and has continued to operate at capacity throughout this time. The Pediatric Unit was marketed within the Health System and via word-of-mouth to outside facilities. Further promotion of the Pediatric Unit is planned for Fall 2019, via a social media campaign.

	Increase the number of Step-Down beds available at WK South	Added Step-Down beds to WK South nursing services	It was determined unfeasible to add new Step-Down beds as the health system proceeded to a new model of inpatient care delivery that negated the need for them.
	Strategy: Explore Expansion of Medicaid/Low-Cost Indigent Care Clinics		
	Action Step	Desired Outcome	Evaluation Impact
	Expand Services and/or access at Women's Specialists at South	Expanded services for Women's Health to low-income and Medicaid populations	A Medicaid/low-cost women's health clinic was established at WK South, Women's Health Partner. The clinic is staffed by two physicians and a Nurse Practitioner. The Nurse Practitioner also travels to Natchitoches to provide care in that community. This clinic was established in May 2016. Women's Specialist at South was also established by a merger of 2 physicians creating a larger women's health clinic, providing care to the Medicaid population. This clinic was established in June 2017. In addition, physician call schedules are reviewed and adjusted to provide better coverage as warranted.
	Market Women's Specialists at South to the public	Increased awareness of the availability of Women's Health services to Medicaid and low-income populations	The opening of Women's Specialist at South was marketed through print ads including The Shreveport Times, The Forum, and SB Magazine.
	Strategy: Explore Offering of Pediatric Diabetes Seminars		
	Action Step	Desired Outcome	Evaluation Impact
	Partner with local K-12 schools to provide diabetes education classes to students	Increased pediatric and family awareness of diabetes education materials	The health system deemed it more appropriate to distribute materials through its own hospital locations and ancillary properties.
	Strategy: Provide Low-cost Diabetes Wellness Solutions through WK Wellness Centers		
	Action Step	Desired Outcome	Evaluation Impact
Diabetes	Work with community based organizations to develop and distribute diabetes educational materials to underserved residents	Increased pediatric and family awareness of diabetes education materials	The health system offers a multitude of online Health Resources, including KidsHealth. KidsHealth includes videos, games, and information about health topics, including a Diabetes Center, just for kids.
	Willis-Knighton will offer low-cost diabetes wellness solutions training sessions through the WK Wellness Centers	Increased pediatric and family awareness of diabetes education materials	WK South offers access to clinical dieticians for one-on-one consulting and programmatic support. There are many access points for the community to these services, throughout the health system, including at WK South. Individual Pediatric counseling is offered free of charge to Endocrinology patients of The WK Specialty Pediatric Clinic.
Obesity	Strategy: Promote Healthy Food and Healthy Living Options to Patients and the Community		
	Action Step	Desired Outcome	Evaluation Impact

Investigate sponsorship of community events that promote activities that encourage physical fitness and exercise	Subsidized and/or supported in-kind operations and initiatives of community events and organizations encouraging exercise	The health system has partnered with CABOSA, subsidizing the operations of the local youth and young adult soccer organization which impacts thousands of the children in the community.
Partner with local K-12 schools to promote child health nutrition programs	Bolstered K-12 childhood health and nutrition programming through subsidization or in-kind support	<p>The health system has partnered with public schools in the vicinity of WK South, such as Southwood High School, subsidizing the athletic trainer programs. The health system currently partners with 10 area high schools and universities.</p> <p>In 2016 and 2017, the health system supported a community dietician who traveled to area schools and community organizations to provide education regarding childhood health and nutrition information.</p>
Explore development of a community garden in partnership with the city	Established community garden for the benefit of low-income patients and others to provide fresh produce to the community	<p>The total project did not move beyond the preliminary developmental phase. One previously established community garden in the Highland neighborhood was slated for further support. Another garden could have been established in the Southern Hills area around WK South, but the project was abandoned.</p> <p>The program did not move forward in light of a dramatic financial downturn in FY 2017 and 2018.</p>
Strategy: Create Physical Movement Campaign for Campus		
Action Step	Desired Outcome	Evaluation Impact
Evaluate location(s) for walking trails around campus	Identified Walking Trail around campus with signs (include mileage)	This project did not move beyond the preliminary developmental phase. For WKS, the neighborhoods surrounding the facility were too busy with street traffic and construction activity due to expansion.
Launch "Take the Stairs" campaign for the campus	Encouraged visitors and staff to use appropriate stairwells in place of elevators to enhance physical exertion for the benefit of good health	WK continues to encourage the use of stairs in place of elevators to enhance physical exertion.
Strategy: Explore Healthy Pregnancy Campaign		
Action Step	Desired Outcome	Evaluation Impact

	Partner with community organizations to conduct free educational/nutrition classes for pregnant mothers	4 classes provided each year to at least 25 mothers per class	WK Health System offers an array of free classes including: Build a Better Body for Your Baby, Mother/Baby Yoga, hospital tours and free childbirth classes. WK also partners with community organizations including March of Dimes, the Louisiana Perinatal Quality Collaborative, and Shriners Community Advisory and Action Team.
	Explore Baby-Friendly hospital status through changes to promote and support breast feeding	Determination of whether Baby-Friendly hospital status is attainable and beneficial to WK South	Willis-Knighton South NICU serves as a regional provider of care, as such, we continue to carry formula in our hospital. Willis-Knighton has chosen to participate in "The Gift", which is a regional breastfeeding collaborative. Lactation services are offered at all campuses and International Board Certified Lactation Consultants are staffed to cover morning and evening shifts. Breastfeeding classes are offered free of charge. WK also offers breastfeeding education through www.NewbornChannelNow.com .
Mental Health	Strategy: Leverage Centralization of IP/OP Rehab/Psychiatry to Enhance Mental Health Services		
	Action Step	Desired Outcome	Evaluation Impact
	Develop and deploy mobile consult team	Provision of workflow structure to accommodate behavioral patients who present at health system emergency rooms and in acute units	Beginning in March 2017, the health system launched an improved behavioral consult team structure that responds quickly to acute behavioral health patient needs throughout the inpatient and emergency setting. The team provides consults at the bedside and recommends the best plan of care, supplementing the robust behavioral health infrastructure in place at the WK Rehabilitation Institute.
	Optimize partnerships for the placement of patients	Provision of an enhanced continuum of care for patients with behavioral health needs and optimize patient flow	Health system staff work seven days per week facilitating the treatment plans for patients presenting with behavioral health diagnoses and symptoms. Behavioral Health staff connect daily with WKS personnel to ensure treatment plans are executed timely.
	Strategy: Support the Expansion of a Dementia Clinic		
	Action Step	Desired Outcome	Evaluation Impact
Understand the opportunity of a dementia screening clinic	Enhanced dementia and geriatric specific Behavioral Medicine screening in the community	Enhanced geriatric-specific mental health services (including dementia) began operations in March 2017 at WK Rehabilitation Institute. However, inpatient Environment of Care regulatory changes (elimination of medical beds in inpatient psych care) and an underutilization of those services demanded a change in resource allocation. Dementia clinical programming was reduced in December 2017 and geriatric-only inpatient services closed in October 2018.	

	Educate practices/hospitals on the dementia clinic	Enhanced dementia and geriatric specific Behavioral Medicine continuum of care in the community	Acute crisis demands are such that, this program may not be feasible for the health system for the foreseeable future. Additionally, the demand for geriatric-specific services did not manifest as anticipated.
	Develop protocols/process of referring patients to the dementia clinic	Enhanced dementia and geriatric specific Behavioral Medicine acute care and outpatient therapy in the community	Acute crisis demands are such that, this program may not be feasible for the health system for the foreseeable future. Additionally, the demand for geriatric-specific services did not manifest as anticipated.
Strategy: Explore the Expansion of Mid-Level Providers for Psychiatry			
	Action Step	Desired Outcome	Evaluation Impact
	Conduct financial impact and need/opportunity assessment for additional providers in psychiatry	Determination of whether increasing providers will provide greater access to services	Currently, the health system employs two mid-level providers in addition to psychiatrists and a number of licensed counselors and therapists. This staffing model has proven appropriate to handle the volume of cases experienced by the health system. Staffing models may evolve due to the decreasing availability of psychiatrists within the health system following market dynamics and changes at the medical school. It is possible additional mid-level providers may be needed in the future.
Screenings	Strategy: Explore Quarterly Rotating Screening Program		
	Action Step	Desired Outcome	Evaluation Impact
	Identify locations in the community to hold quarterly screenings	Increased screening access points throughout the community, especially near or around WK South	Multiple screenings are held throughout the system including various cancer screenings: breast, skin, lung, prostate. We also perform low cost calcium screening. Screenings are held throughout the year during the different awareness months.
	Define the types of screenings to provide through the program, based on community need and service availability	Identified community screenings needs, target approach to address those needs	Screenings are performed throughout the health system at a variety of locations. Screenings are targeted and defined by the available resources within the health system. Willis- Knighton participates and conducts health fairs within the community on location at various organizations.
	Market the screening program to the community with date, location and time of screenings	Enhanced community awareness about screenings program	Screenings are marketed through the WKHS website under classes and events. Screenings are also promoted through various avenues such as print ads, social media, and digital billboard campaigns.
Strategy: Promote Women's Health			
	Action Step	Desired Outcome	Evaluation Impact

<p>Explore opportunity for a women's health kiosk in the lobby of WK South</p>	<p>Determination of the effectiveness of a women's health kiosk</p>	<p>Efforts were refocused to offer education throughout WKHS. The health system partners with the Wellness Network to provide education to patients by use of televisions in the WK lobbies with an initiative to educate visitors on community happenings and events. Programming is tailored to the WKS campus to include topics specific to their population. Tailored programming promotes the health system's C.I.C.A.R.E. by increasing communication, strengthening trust, and improving relationships within the community and healthcare team. WK Program Committee reviews and edits the program library and checklist of online viewings to ensure these listings are updated and promoted as changes occur.</p>
<p>Develop educational materials to include in the kiosk around screenings, healthy lifestyle choices and other women's health information</p>	<p>Enhanced community education around screenings, healthy lifestyle choices, and other women's health information.</p>	<p>Although a kiosk is not utilized, educational materials are displayed throughout the campus by use of fliers, televisions in the lobbies of facilities and even the use of iPads in certain departments for education.</p>
<p>Strategy: Leverage Available Mammography to Support Additional Screenings</p>		
<p>Action Step</p>	<p>Desired Outcome</p>	<p>Evaluation Impact</p>
<p>Leverage mammography capabilities at WK South to provide low-cost mammograms, including 3D tomosynthesis to the public at multiple locations</p>	<p>Increased quality and quantity of mammogram screenings for the benefit of the community</p>	<p>Mammograms have increased by approximately 17% from 2016 to 2018, from approximately 29,000 to 34,000. Further Willis-Knighton has 3-D machines in each location (including WK South). WK subsidizes, or underwrites the cost of providing 3-D images over conventional imagery for all patients ensuring that all patients get the same standard of care regardless of insurance coverage. Also, Willis-Knighton contracts with the MLK Health Center to offer mammograms for approved patients at one-third of the regular cost to the patient and in many instances these are provided free of charge. In Fall of 2018 all mammography machines were upgraded to high definition and SmartCurve was added for comfort.</p>
<p>Provide free mammograms, including 3D tomosynthesis to employees</p>	<p>Increased screenings amongst WK employees and families</p>	<p>WK employees covered by Health Plus (WK's medical insurance benefits) are covered for co-pay free mammograms.</p>

Willis – Knighton Bossier

Access to Services	Strategy: Operate Low Cost and/or Free Indigent Primary Care Clinic(s) within Bossier Parish		
	Action Step	Desired Outcome	Evaluation Impact
	Evaluate physical location to build a clinic in Bossier Parish	Establishment of appropriate location(s) to increase access to services	Ultimately, two sites were chosen. One site was an existing clinic where services were enhanced. The second site, is located on a newly acquired property—the WK Palmetto Center. This location will increase access to services in an underserved area—an area that is projected to contain more than 40% Medicaid ensured patients.
	Create staffing plan for clinic(s)	Ensured appropriate staffing to enhance service access and efficiencies	The WK Internal Medicine and Pediatric Specialists clinic is staffed and operating. The clinic is expanding in Summer 2019; adding another physician.
	Conduct financial impact analysis of clinic	Ensured long-term feasibility of the clinic	Services remain financially viable to continue operation into the future.
	Market the service/clinic offerings to the public	Established awareness of new and future service offerings to the community	WK utilizes a variety of methods to advertise system offerings. Social media, digital billboards, print ads, online postings through Willis-Knighton's webpage and WKTV showcase the community events that we offer throughout the system.
	Strategy: Leverage Decision Support Systems to Help Identify High Utilizers of ED to Redirect Access		
	Action Step	Desired Outcome	Evaluation Impact
	Understand data needs to more effectively identify and manage patients	Report produced that evaluates all available data for feasibility	Upon evaluation, datasets are in place to help identify, high-risk "frequent flyer" patients in the emergency setting. A monthly surveillance report of 72 hour returns to ED is generated and tracked. This report includes those returns with the same or similar complaint.
	Examine existing tools (Premier Decision Support and Cerner Soarian) to determine if additional tools are needed	Developed patient dashboard system or similar tool	Currently evaluating tools for a system wide EHR. A monthly dashboard is created with data from Medhost and the Power BI tool, this data is generated on a daily basis and provided via email to leadership for decision support.
	Evaluate option of purchasing a tool, if needed; implement as needed	Determined support system needs	Currently evaluating a system-wide EHR.
	Identify and educate "frequent flyers" of the emergency departments	Reduced "frequent flyer" visits to the WK Bossier Emergency Department through education	Able to identify possible readmissions coming into ED and care management is deployed as necessary. Medhost is able to identify high utilizers and these reports are run on demand.
	Strategy: Promote New Pediatric Physicians to the Community		
	Action Step	Desired Outcome	Evaluation Impact
	Launch marketing campaign for pediatric physicians in the community	Enhanced pediatric provider awareness throughout the community	Revamping pediatric websites for Bossier physicians to include patient portal and online appointment requests. WK is also piloting patient surveys to ensure that patients' expectations are being met.

	Continue to maintain relationship with LSU Health Shreveport medical school to train pediatric residents	Improved pediatric residency experience and accessibility	Willis-Knighton has maintained clinical residency partnerships with numerous physician and allied health educational programs, including at LSU Health Shreveport. There are currently about 40 medical residency positions available with the Willis-Knighton Health System staffed through programmatic partnerships with LSU Health Shreveport.
Diabetes	Strategy: Integrate Diabetes Education into lifestyle medicine Service Offering		
	Action Step	Desired Outcome	Evaluation Impact
	Conduct facilitated session with endocrinologists to discuss integration of lifestyle medicine service offering	Enhanced lifestyle medicine awareness and offerings through effective communication	Endocrinologists were engaged through the lifestyle medicine program. Further, one endocrinologist was added to increase access and the scope of services for the team.
	Develop business plan for a lifestyle medicine service offering, incorporating diabetes education into the curriculum	Enhanced lifestyle medicine program and effectiveness by incorporating diabetes education	Since the fall of 2018, the lifestyle medicine program has been refocused and centered at Willis-Knighton Medical Center. Although, the dietitians continue to hold nutrition and wellness seminars at all campuses. These seminars focus on a variety of solutions including lifestyle medicine.
	Strategy: Pilot Room Service Directory		
	Action Step	Desired Outcome	Evaluation Impact
Understand the dietary menu options for room service dietary	Provision of a variety of healthy menu options to WK Bossier patients	It was determined that it was not feasible for the health system to establish room service dietary options for patient menu choices during the reporting period for this assessment due to staffing and resource constraints.	
Provide "Heart-Healthy" meals through WKHS cafeterias	Established and expanded heart health menu and other healthy eating options	In 2017 and early 2018 Willis-Knighton greatly modified and enhanced its cafeteria and patient menu options, specifically including a variety of heart-healthy alternatives and low-calorie, low fat alternatives. Menu choices and recipes are monitored and approved for use by registered dietitians and heart-healthy alternatives frequently use American Heart Association approved recipes. Fresh produce is utilized daily.	
Obesity	Strategy: Develop lifestyle medicine Program		
	Action Step	Desired Outcome	Evaluation Impact
	Develop business plan for lifestyle medicine service offering	Completed assessment of lifestyle medicine service offering	Willis-Knighton implemented a proven lifestyle medicine program beginning in January 2019. The Ornish Lifestyle Medicine Program reverses the progression of heart disease by helping patients optimize four key areas of a life: fitness, stress management, nutrition, and support.
	Pilot lifestyle medicine Program at WK Bossier and evaluate the benefit provided to the community	Launched lifestyle medicine service offering at WK Bossier	Efforts were refocused to offer Ornish Lifestyle Medicine at the WK Medical Center, which is centrally located to the community. The Ornish Lifestyle program is now approved by CMS and currently offered at our WKMC facility.
Evaluate success of lifestyle medicine Program and develop plan to launch at other locations	Completed evaluation of lifestyle medicine program success	Willis-Knighton has refocused this effort and expanded opportunities for online education, and in person seminars with a variety of health related topics at multiple locations throughout the health system. The community also has access to online health libraries and health news through the Willis-Knighton website.	

Strategy: Support Exploration of Lifestyle Village Community Concept		
Action Step	Desired Outcome	Evaluation Impact
Work with the community leadership to evaluate ways WK Bossier can support the Lifestyle Community	Hold meetings to facilitate the exchange of information to support the development of a Lifestyle Village Community concept	Public and private meetings were held with Bossier officials, elected and otherwise, and open meetings were held with nearby residents of the WK Palmetto Center property to communicate short and long-term goals for the property.
Strategy: Create Physical Movement Campaign for Campus		
Action Step	Desired Outcome	Evaluation Impact
Evaluate location(s) for walking trails around campus	Identification of a walking trail around the WK Bossier campus and mark with wayfinding signs	Walking trails around the WKB campus were evaluated but the project did not move forward due to heavy traffic and construction. In addition, the WKB campus houses the WKB fitness center which offers competitive rates and both employee and corporate discounts.
Launch "Take the Stairs" Campaign for campus	Launched campaign with Elevator Posters	Willis-Knighton Health System continues to encourage all physically-abled employees and guests to use common area stairwells throughout the health system to the advantage of their health.
Strategy: Explore Expansion of Telehealth Service for Mental Health		
Action Step	Desired Outcome	Evaluation Impact
Evaluate opportunity to pursue development / expansion of telemedicine resources for patients in need of mental health services - pilot at WK Bossier	Completed assessment of telehealth opportunity	Viable hardware and software platforms have been identified, and the Willis-Knighton Health System By-Laws have been amended to allow for telemedicine applications. The present anticipation is telemedicine will be utilized in appropriate settings by the year 2020.
Streamline behavioral health patient assessment at the WK Bossier Emergency Department	Provision of a workflow structure to accommodate behavioral patients who present at the WK Bossier emergency room and in acute units	Beginning in March 2017, the health system launched an improved behavioral consult team structure that responds quickly to acute behavioral health patient needs throughout the inpatient and emergency setting. The team provides consults at the bedside and recommends the best plan of care, supplementing the robust behavioral health infrastructure in place at the WK Rehabilitation Institute. Health system staff work seven days per week facilitating the treatment plans for patients presenting with behavioral health diagnoses and symptoms. Behavioral Health staff connect daily with WK Bossier personnel to ensure treatment plans are executed timely and patient flow is optimized.
Strategy: Enhance Outpatient Services for Substance Abuse Treatment		
Action Step	Desired Outcome	Evaluation Impact
Support the Council on Alcoholism and Drug Abuse (CADA) financially, in-kind and through joint programs	Provision of approximately \$40,000 worth of in-kind services to CADA annually	Following a financial downturn during 2017 and 2018, some in-kind services were reduced, but annual support to CADA remains a goal of the health system.
Operate an Outpatient Recovery Program (IOP free care program), increasing access without regard to payer type	Utilization of IOP free care to approximately 2 patients per month, as needed	During this reporting period the value of IOP free care was approximately \$120,000. Scholarships are provided based upon need.

Mental Health

	Provide free care for detox patient transfers	Provision of free care for up to 5 patients per month, as needed	This service has continued throughout the reporting period for this assessment, with an average of \$6,000 incurred expenses per patient. However, the demand on health system resources has begun to diminish following the opening of several area detox assistance clinics during this reporting period.
Screenings	Strategy: Explore Quarterly Rotating Screening Program		
	Action Step	Desired Outcome	Evaluation Impact
	Identify locations in the community to hold quarterly screenings	Identification of high-volume or at-risk locations within Bossier Parish to enhance health screenings in the community	Cancer screening programs began this reporting period at WK Bossier to test feasibility of project as a modality for enhancing screening options and access points across the community.
	Define the types of screenings to provide through the program, based on community need and service availability	Enhanced screening offerings in the community by determining critical screening needs	Cancer screenings were identified as a community need in Bossier Parish. Willis-Knighton Bossier hosts various types of cancer screenings throughout the year. Dermatology hosts Melanoma Monday at both the WKP and WKB campuses. Prostate screenings are available in November with plans in the near future to offer lung cancer screenings.
	Market screening program to the community with date, location and time of screenings	Enhanced screening program awareness across the community	Screening locations are posted in print ads, on social media, billboards and through the WK website. Patients can register for the screening events through the WK website.
	Strategy: Explore Partnerships to Provide Online Depression Screenings		
	Action Step	Desired Outcome	Evaluation Impact
	Evaluate potential partnership with company to provide online depression screenings	Assessed potential utility of an online-based depression screening tool	To date, the Health System has enhanced its online catalog of depression screening information and resource guides.
Promote education around mental illness and depression on website	Provision of website links to educational resources for depression and other behavioral health needs	The Health System provides an extensive health topics and condition information collection of material related to a variety of diseases and conditions. This includes depression and a variety of mental disorders and conditions.	

Willis – Knighton Pierremont

Access to Services	Strategy: Expand Certified Stroke Center to Increase Access		
	Action Step	Desired Outcome	Evaluation Impact
	Explore options of expansion of stroke program (hours, additional providers, etc.)	Increased access to stroke services for the community	WK Pierremont became a certified Advanced Primary Stroke Center in 2017. Then again in February 2019, the Advanced Primary Stroke Center was recertified. Recertification must be performed every 2 years.
Market Expansion of certified stroke center to the public	Established awareness of stroke center for regional patient populations	The stroke center was promoted by outdoor billboards, WKNET, Vim and Vigor, promotional items that were handed out at local community races. Willis-Knighton participates in the state fair and reaches out to the community by distributing handouts, engaging stroke support groups and by use of the WKHS web.	

Strategy: Explore Opportunities to Expand Telemedicine Services to Rural Clinics		
Action Step	Desired Outcome	Evaluation Impact
Evaluate telemedicine technology to implement at rural clinics to enhance service offerings	Completed assessment of telehealth opportunity	<p>Viable hardware and software platforms have been identified, and the Willis-Knighton Health System By-Laws have been amended to allow for telemedicine applications.</p> <p>The health system will introduce the service in the Emergency Departments, Behavioral Health and Cancer Center settings. The present anticipation is telemedicine will be utilized in appropriate settings by the year 2020. Rural partners may be further evaluated at that time.</p>
Evaluate non-critical transport services to transfer patients as needed	Enhanced access points for non-critical patients throughout the region	During the time of this reporting period, another health system has developed a program with similar goals. Due to competing interests, this project is no longer feasible.
Strategy: Enhance Midlevel Provider Usage in Clinics and Hospitals		
Action Step	Desired Outcome	Evaluation Impact
Identify existing model and potential opportunities to improve efficiencies and ensure midlevel providers are practicing at the top of their license	Enhanced access by providing an improved staffing model	We have added a large number of primary and specialty care mid-level providers to improve patient access at WKP. Mid-level hospitalists create immediate access to care at night. Clinic mid-levels run clinics for follow-ups while surgeons are in the OR
Evaluate opportunity to fill gaps by adding midlevel providers	Enhanced access by increasing midlevel staffing	Midlevels were increased by 12% from 2016 to 2019.
Develop recruiting program to draw midlevel providers to Willis-Knighton Health System	Established program to aid the health system in retention and access to a supply of midlevel providers as needed	The health system's WK Pierremont location has become an attractive recruiting ground for midlevel providers.
Strategy: Create Stroke Education Programs for Patients and Emergency Personnel		
Action Step	Desired Outcome	Evaluation Impact
Continue to provide education to the public on identifying signs of a stroke	Supplemented stroke education materials	The health system provides print materials at virtually all of its major locations. The health system has also increased awareness with "Code Purple" scenarios with increased education and training. Stroke Academy training began in August of 2017, with over 700 providers educated; both inside and outside the Willis-Knighton Health System.
Explore offering Fitness and Mobility Exercise program for patients who have had a stroke	Enhanced therapeutic regimens for stroke patients	Patients are evaluated by physical therapy as deemed appropriate and referred to post-acute providers such as inpatient rehabilitation and home health when necessary.

	Partner with community based organizations and non-profits to support activities focused on stroke prevention	Increased access to a broad spectrum of community support	The health system has partnered with community organizations and provided public presentations to increase the knowledge of stroke prevention. Those public presentations include community sporting events, the Louisiana State Fair, AARP, and employee venues.
Diabetes	Strategy: Explore Food Education Program in Coordination with Stroke Education		
	Action Step	Desired Outcome	Evaluation Impact
	Provide enhanced community education and outreach on stroke prevention and healthy eating in communities where health disparities exists	Developed stroke healthy eating program	Patients are provided an educational handbook, which includes education on healthy eating and dieticians are available by consult. Physicians can refer patients for outpatient dietician counseling. Willis-Knighton also offers online resources including stroke education.
	Develop "heart-healthy" eating menu / shopping list to provide to patients upon being discharged after a stroke	Distributed helpful nutritional education on dietary planning after a stroke	The Stroke informational handbook is provided to patients. The handbook allows patients to track activity, diet, provides healthy eating options and includes a shopping list.
	Strategy: Provide Low-Cost Diabetes Wellness Solutions through WK Wellness Centers		
	Action Step	Desired Outcome	Evaluation Impact
	Develop program curriculum to offer low-cost diabetes wellness solutions through WK Wellness Center	Deployed curriculum for diabetes wellness solutions	The health system's outpatient dietician department is recognized as meeting the National Standards for Diabetes Self-Management by the American Diabetes Association. Recognition is obtained every three years.
Identify space and dates to host diabetes wellness programs	Identification of an appropriate location for enhanced diabetes wellness programs	Nutrition and Wellness Seminars are hosted throughout the health system. The seminars include "Diabetes Solutions", "Lifestyle Medicine", "7 Essentials to Wellness", and "Digestive Health", to name a few of the topics covered. Willis-Knighton also provides online education, including an entire Health Video & Resource Library, provided by The Wellness Network.	
Obesity	Strategy: Create Physical Movement Campaign for Campus		
	Action Step	Desired Outcome	Evaluation Impact
	Evaluate location(s) for walking trails around campus	Identification of a walking trail around the WK Pierremont campus and mark with wayfinding signs	Walking trails around the WKP campus were evaluated but the project did not move forward due to heavy traffic. WKP fitness center is easily accessible and offers competitive rates and employee discounts.
	Launch "Take the Stairs" campaign for campus	Launched campaign with elevator posters	Willis-Knighton Health System continues to encourage all physically-abled employees and guests to use common area stairwells throughout the health system to the advantage of their health.
Ment	Strategy: Enhance Mental Health Training for Clinical Professionals and Law Enforcement		
	Action Step	Desired Outcome	Evaluation Impact

	Provide free mental health training (assessment, treatment, intervention) for clinical professionals (CEU quality programming)	Completed assessment of telehealth opportunity	Viable hardware and software platforms have been identified, and the Willis-Knighton Health System By-Laws have been amended to allow for telemedicine applications. The present anticipation is telemedicine will be utilized in appropriate settings by the year 2020.
	Provide free mental health training (assessment, treatment, intervention) for law enforcement and active duty personnel and emergency responders	Establishment of a workflow structure to accommodate behavioral patients who present at the WK Pierremont emergency room and in acute units	<p>Beginning in March 2017, the health system launched an improved behavioral consult team structure that responds quickly to acute behavioral health patient needs throughout the inpatient and emergency setting. The team provides consults at the bedside and recommends the best plan of care, supplementing the robust behavioral health infrastructure in place at the WK Rehabilitation Institute.</p> <p>Health system staff work seven days per week facilitating the treatment plans for patients presenting with behavioral health diagnoses and symptoms. Behavioral Health staff connect daily with WK Pierremont personnel to ensure treatment plans are executed timely and patient flow is optimized.</p>
Strategy: Continue to Promote Employee Assistance Program			
	Action Step	Desired Outcome	Evaluation Impact
	Provide educational information to employees around Employee Assistance Program (EAP) and services offered through the program	Enhanced visibility of the EAP program to health system employees	The health system provides Employee Assistance Program awareness print materials at virtually all of its major locations.
	Explore providing monthly Employee Morale events to promote healthy mental wellness lifestyles	Enhanced employee morale through recognition and leadership development	In 2018 the health system launched the "Always Here" leadership development and employee engagement campaign. This initiative includes many employee recognition opportunities and morale boosting initiatives.
Strategy: Promote New Breast Center			
Screenings	Action Step	Desired Outcome	Evaluation Impact
	Integrate Breast Screenings into the rotating screening program	Establishment of robust breast screening awareness	Breast screenings are offered year round and screening recommendations are posted online through wkhs.com. The health system also partners with the community to offer low cost and no cost breast screenings. Marketing is increased during the month of October, each year, for breast health awareness.
	Launch marketing campaign to inform the community of the new breast center	Increased awareness of breast screening availability	The health system's community educator promotes breast health awareness by speaking in multiple venues, including high schools, conferences, and health fairs.

Strategy: Leverage Available Mammography to Support Additional Screenings		
Action Step	Desired Outcome	Evaluation Impact
Explore mobile mammography offering	Increased quality and quantity of mammogram screenings for the benefit of the community	<p>The health system has not pursued mobile screening offerings. However, static access points have been increased throughout the community.</p> <p>As a result, mammograms have increased by approximately 17% from 2016 to 2018, from approximately 29,000 to 34,000. Further Willis-Knighton has 3-D machines in each location (including WK South). WK subsidizes, or underwrites the cost of providing 3-D images over conventional imagery for all patients. Also, Willis-Knighton contracts with the MLK Health Center to offer mammograms for approved patients at one-third of the regular cost to the patient.</p>
Provide free mammograms, including 3D tomosynthesis, to employees	Increased screenings amongst WK employees and families	WK employees covered by Health Plus (WK's medical insurance benefits) are covered for co-pay free mammograms.