Lake Charles
Memorial Health System

Building a Healthier Community: Community Health Needs Assessment

Executive Summary

2022

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LAKE CHARLES MEMORIAL HEALTH SYSTEM (LCMHS)

Who Are We?

Lake Charles Memorial Hospital (LCMH), the main campus of the Memorial Health System, is the region's largest family-centered medical complex, serving the healthcare needs of Southwest Louisiana. Memorial Health System is locally owned and operated by a Board of Trustees from the community it serves.

Established in 1952, Lake Charles Memorial Hospital strives to improve the patient experience by offering the best quality of care in state-of-the-art innovations and treatment options, as well as through the commitment of our dedicated and compassionate staff. The main campus provides the largest array of specialty, emergency, trauma, and critical care services in the community. The state-of-the-art Medical Intensive Care Unit and Surgical Intensive Care Unit, LCMHS, has the largest critical care capacity in Southwest Louisiana, with a total of 34 intensive care beds.

Since 2006, Lake Charles Memorial Health System has expanded its services, physicians, technology, and facilities. The 40-bed Emergency Department expansion doubled the size of the previous space to just under 26,000 sq ft. and includes specialized treatment areas for critical care and mental health and fast-track non-critical care designed to improve the care process and reduce waiting times. LCMHS is the only hospital in Southwest Louisiana with a Level III Trauma Center treating an average of 63,000 patients annually in the ER. As the largest, full-service health system in Southwest Louisiana, Memorial's ER has 24/7/365 coverage of emergency medicine doctors and is a certified stroke care facility.

Lake Charles Memorial repeatedly received The Joint Commission's Gold Seal of Approval® for accreditation by demonstrating compliance with The Joint Commission's national standards for healthcare quality and safety in hospitals. The Cancer Center is also a recipient of the Outstanding Achievement Award by the American College of Surgeons' (ACS) Commission on Cancer (CoC).

Lake Charles Memorial Health System also houses the Memorial Hospital for Women, Moss Memorial Health Clinic, and Archer Institute of Memorial.

Mission

The mission of Lake Charles Memorial Health System is to improve the health of the people of Southwest Louisiana through superior care, innovative service, health education, and disease prevention provided in a personalized, caring, and safe environment.

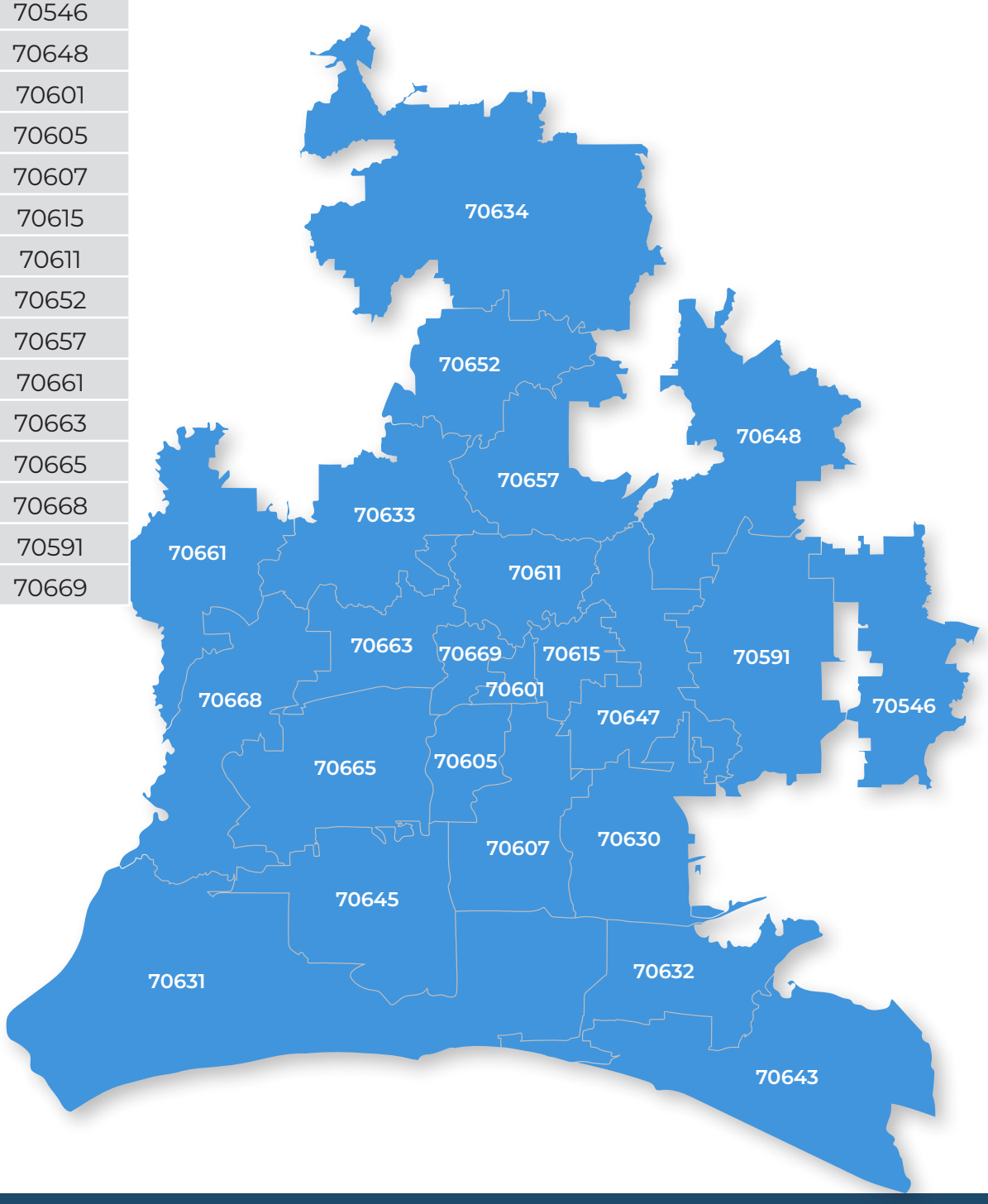
Vision

The vision of Lake Charles Memorial Health System is to continually improve our quality and safety, advance our standards, and be the major healthcare delivery system for ALL people of Southwest Louisiana.

City	ZIP Codes
Bell City	70630
Cameron	70631
Creole	70632
Dequincy	70633
Deridder	70634
Grand Chenier	70643
Hackberry	70645
Iowa	70647
Jennings	70546
Kinder	70648
Lake Charles	70601
Lake Charles	70605
Lake Charles	70607
Lake Charles	70615
Lake Charles	70611
Longville	70652
Ragley	70657
Starks	70661
Sulphur	70663
Sulphur	70665
Vinton	70668
Welsh	70591
Westlake	70669

REPORT SERVICE AREA

A community is defined as the geographic area from which a significant number of patients utilizing hospital services reside. While the community health needs assessment (CHNA) considers other types of healthcare providers, the hospital is the single largest provider of acute care services. For this reason, the utilization of hospital services provides the clearest definition of the community. Lake Charles Memorial Hospital's Health System's primary service area includes 23 ZIP codes within Allen, Beauregard, Calcasieu, Cameron, and Jefferson Davis parishes.



INTRODUCTION

With the passage of the Affordable Care Act, changes in entitlement programs such as Medicare, along with a challenging economy, it is important to utilize existing resources while minimizing costs associated with starting and creating new programs as the healthcare landscape changes locally and nationally changes regularly.

Southwest Louisiana, in particular, Lake Charles Memorial Health System, has a long history of partnering with community organizations, providing innovative strategies to provide care for underserved, vulnerable populations, and serving the general community. There are unique opportunities to continue to evaluate strategies, deliver high-quality services, and be the leader for the community.

The region faces many challenges ranging from a growing underinsured/disenfranchised population, rising healthcare costs, and pressures to reduce services are continuing challenges that Lake Charles Memorial Health System will face. Nonetheless, the demand for services will continue to increase, and local health service providers must be ready to address those needs. Healthcare providers in Southwest Louisiana are committed to understanding, anticipating, assessing, and addressing the healthcare needs of their communities.

In July 2022, Lake Charles Memorial Health System initiated a CHNA to identify the needs of those living within Allen, Beauregard, Calcasieu, Cameron, and Jefferson Davis parishes. With a mutual interest in the health and well-being of residents in the region, the CHNA was conducted to evaluate and understand the region's health needs. The study identifies specific community health needs and evaluates how those needs are being met to better connect health and human services with the needs of residents in the multi-parish region. The CHNA represents a comprehensive community-wide process where LCMHS relates to a wide-range of public and private organizations, such as educational institutions, health-related professionals, local government officials, human service organizations, and faith-based organizations to evaluate the community's health and social needs. The assessment included primary data collection, interviews with community stakeholders, key informant surveys, and a prioritization session.

Tripp Umbach's independent data analysis in concert with the prioritization session of the community health assessment findings, resulted in the identification of key community health needs. The regional community health needs were prioritized based on discussions. The identified needs below are listed in priority order based on quantitative and qualitative data presented and evaluated by internal and external feedback and input.

The following community health needs will be further discussed and turned into measurable goals, and action steps in the implementation strategy planning phase as Lake Charles Memorial Health System will further explore ways in which they can assist in meeting the needs of the communities they serve.

Figure 1: Final 2022 CHNA Key Community Needs

*Cancer Center Goals: Access to care, Health Outcomes, Financial Burden, and Transportaion

IRS MANDATE

The Patient Protection and Affordable Care Act (PPACA), which went into effect on March 23, 2010, requires tax-exempt hospitals to conduct a community health needs assessments (CHNA) and implementation strategy plan to improve the health and well-being of residents within the communities served by the hospitals. These strategies created by hospitals and institutions consist of programs, activities, and plans that are specifically targeted toward populations within the community. The execution of the implementation strategy plan is designed to increase and track the impact of each hospital's efforts.

The CHNA report is a complete review of primary and secondary data analyzing demographic, health, and socioeconomic data at the local, state, and national levels. This report fulfills the requirements of the Internal Revenue Code 501(r)(3), established within the PPACA, requiring that nonprofit hospitals conduct CHNAs every three years. Lake Charles Memorial Health System's CHNA report aligns with the parameters and guidelines established by the Affordable Care Act and complies with IRS requirements.

Community Health Needs Assessment (CHNA) Process Overview

Tripp Umbach managed a comprehensive community health needs assessment for Lake Charles Memorial Health System, resulting in the identification and prioritization of community health needs at the regional level for 2022. The flow chart below outlines the process and depicts each project component piece within the CHNA. Each project component is further described following the graphic.

Figure 2: CHNA and ISP Flow Chart

CHNA PROJECT KICK-OFF MEETING

Tripp Umbach conducted a vision and strategy session to reflect on the community needs and create a shared vision for the 2022 CHNA. Through reflection, the strategy session built a foundation that strengthened the commitment and delineated a shared and collective vision of a forward direction to forging new relationships and strengthening existing relationships. The session defined the scope of the project, disadvantaged and underserved populations to be served, and mechanisms for sharing resources and skills necessary to achieve the Lake Charles Memorial Health System's goals and objectives to improve the health of the community.

Tripp Umbach advanced community engagement as an essential means for achieving behavioral and environmental changes in the improved health status of the community and its members. Building on Lake Charles Memorial's Health Systems current partnerships and community relationships, the CHNA will guide the mobilization of health assets, resources, and systems.

SECONDARY DATA PROFILE

Tripp Umbach completed a comprehensive analysis of health status and socioeconomic environmental factors related to the health and well-being of residents in the community from existing data sources, such as state and county public health agencies, and other additional data sources, such as:

- America's Health Rankings
- Centers for Disease Control and Prevention
- Community Needs Index (CNI)
- County Health Rankings
- Dartmouth College Institute for Health Policy & Clinical Practice
- FBI Uniform Crime Reports
- Feeding America
- Johns Hopkins University
- Kaiser Family Foundation
- Louisiana State Center for Health Statistics
- National Center for Education Statistics
- University of Wisconsin Population Health Institute
- US Census Bureau

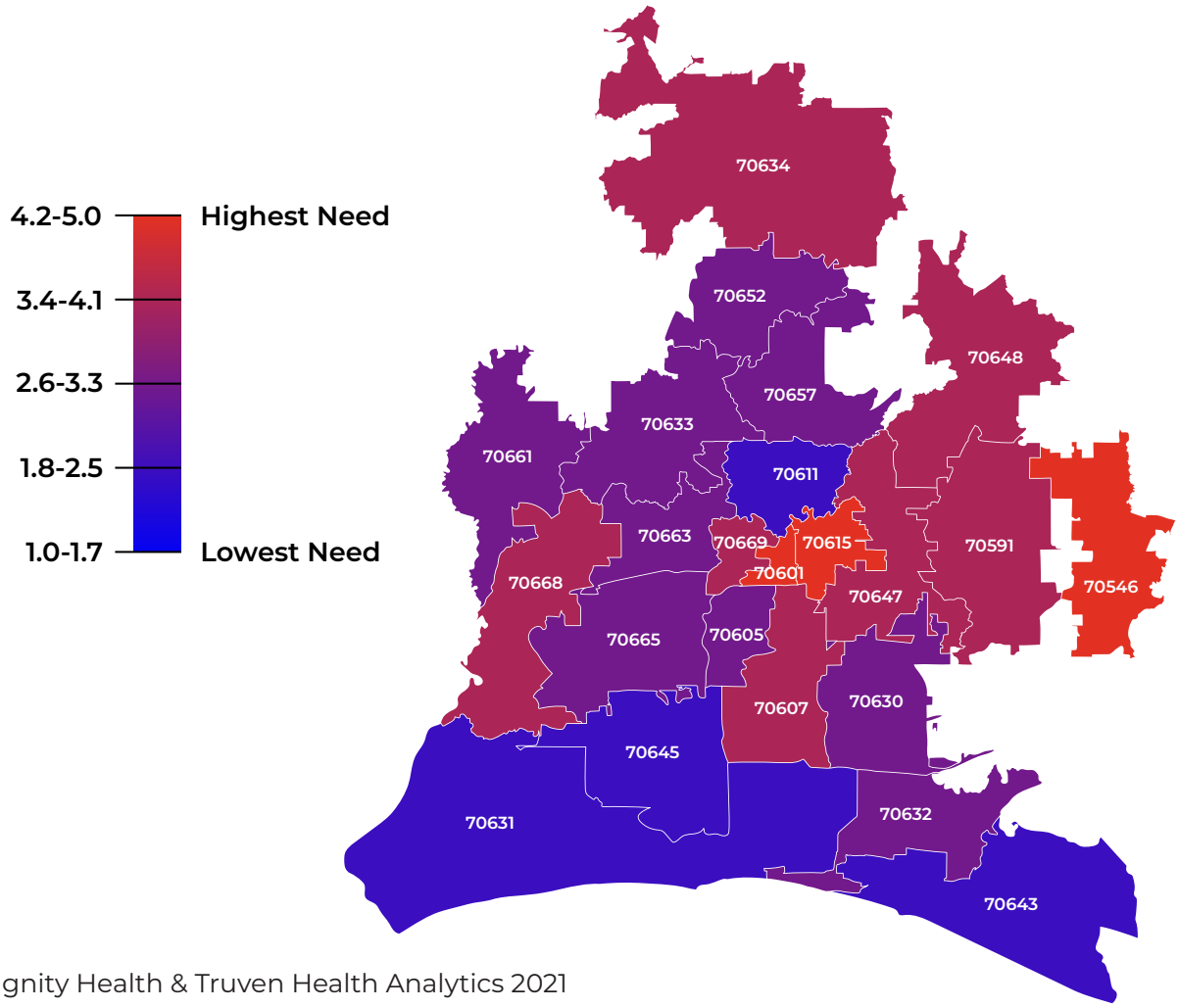
Tripp Umbach benchmarked data against state and national trends where applicable. The secondary data profile includes information from multiple state and national health, social, and demographic resources. A robust secondary data report was provided to the Steering Group to review and evaluate the needs of the region. (A full PowerPoint of data results can be obtained from the Marketing Department at LCMHS.)

Tripp Umbach also obtained Community Need Index (CNI) data from Dignity Health and Truven Health Analytics to quantify the severity of health disparities. CNI considers multiple factors that are known to limit healthcare access; the tool is useful in identifying and addressing the disproportionate and unmet health-related needs of neighborhoods. The five prominent socioeconomic barriers to community health quantified in the CNI are income barriers, cultural/language barriers, educational barriers, insurance barriers, and housing barriers.

The project study area was composed of 23 populated ZIP codes; these ZIP codes are considered LCMHS's primary service area. Based on the data obtained, Tripp Umbach created a geographic representation of the ZIP codes that have barriers to accessing health care. A score of 5.0 represents a ZIP code with the most socioeconomic barriers (high need), while a score of 1.0 indicates a ZIP code with the lowest socioeconomic barriers (low need). A low score is a goal; however, ZIP codes with a low score should not be overlooked; rather, communities should identify what specific entities are succeeding, which ensures a low score.

The CNI scores within each of the parish ZIP codes will assist the health system in implementing programs effectively, as the planning strategies will require efforts in specific geographic locations.

Map 3: 2021 CNI ZIP Code of Primary Services — Summary

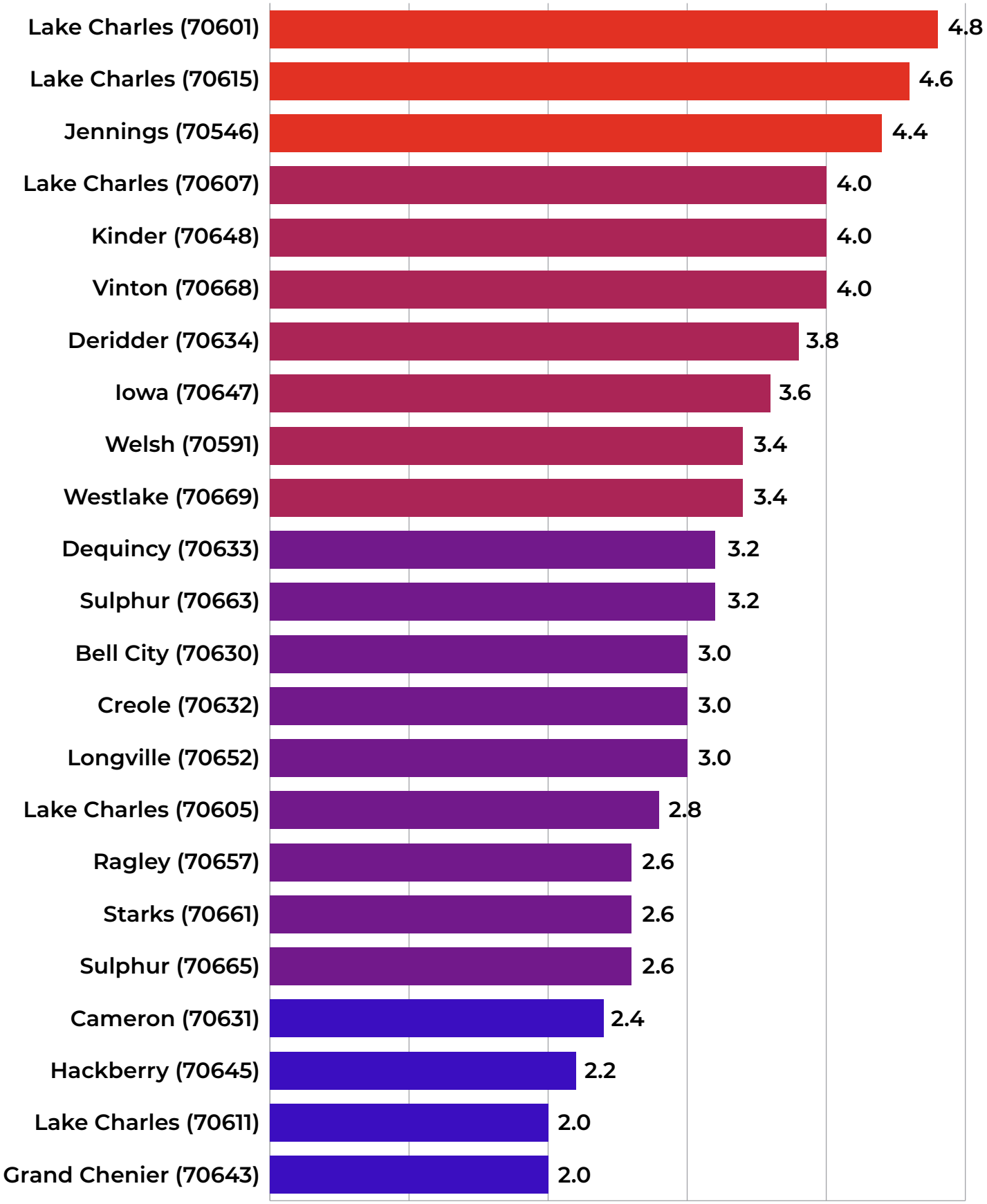


Source: Dignity Health & Truven Health Analytics 2021

Reviewing information related to LCMHS's primary service area, ZIP code 70601 (Lake Charles) had the highest CNI score at 4.8, while 70615 had a score of 4.6 (Lake Charles) followed closely by 70546 (Jennings) at 4.4 (more socioeconomic needs).

On the polar end, ZIP codes 70645 (Hackberry), 70611 (Lake Charles), and 70643 (Grand Chenier) had CNI scores of 2.2, 2.0, and 2.0, respectively (fewer socioeconomic needs).

Figure 4: 2021 CNI Scores

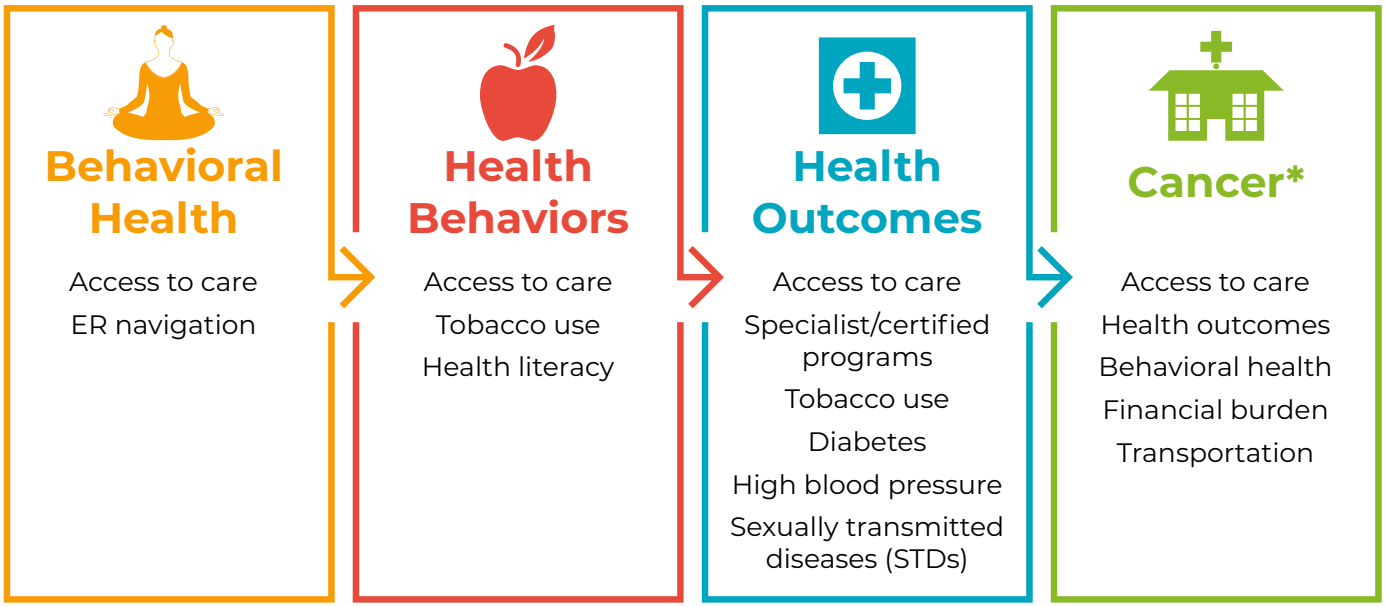


EVALUATION OF PAST IMPLEMENTATION STRATEGY PLAN (ISP)

Lake Charles Memorial Health System worked during the last three years to develop and implement strategies to address the health needs in the study area and evaluate the effectiveness of the strategies created to meet goals and combatting health problems in the community.

The evaluation process is used to determine and evaluate the effectiveness of the previous plan. The working group tackled the problem statements for each past priority and strategy and developed ways to address its effectiveness. The self-assessments on each of the strategies are internal markers to denote how to improve and track each of the goals and strategies within the next three years. The following tables reflect highlights and accomplishments from Lake Charles Memorial Health System. Specific metric information/ measurable indicators can be obtained from the hospital's marketing department.

Figure 5: 2019 CHNA Key Community Needs



*Needs addressed by the Cancer Center

PRIORITY 1: BEHAVIORAL HEALTH

GOAL: Lake Charles Memorial Health System will help meet the underserved mental health needs in our community.

ANTICIPATED IMPACT: LCMHS will offer more services and also helping patients and families navigate the mental health system to receive needed services that we do not provide.

BEHAVIORAL HEALTH					
	GOAL(S)	**STRATEGIES**	**2020**	**2021**	**2022**
Access to Care	Improve access to care for mental health patients.	Improve access to emergent mental health assessments/ treatment via ER.	X	X	X
		Improve access to available inpatient beds for mental health patients.	X	X	X
		Communicate/educate community on available mental health resources.			
		Work with Medicaid managed care plans to include our intensive outpatient mental health program in their services.[1]		X	
	Improve access to care for substance abuse/detox programs for dual diagnosis patients who present mental health/substance abuse.	Improve detox holding process/ area via ER.	X	X	X
		Improve access to available inpatient beds for mental health/ substance abuse patients.[2]	X		
	Expand outpatient group therapy for substance abuse patients.	Provide and identify patients in need of discharge plans.	X	X	X
	Provide/add outpatient mental health services.	Add outpatient mental health services to those in need in the community.			
ER Navigation[3]					

[1] In 2022, Medicaid is not accepting apps for new IOP providers.

[2] In 2021 and 2022, the number of beds decreased due to damaged facilities.

[3] Lake Charles Memorial Health System identified "Behavioral Health: Emergency Room Navigation" as a 2019 community health need; however, a reevaluation identified that LCMH did not have the means to employ new staff to address the issue solely. LCMH will continue to work with behavioral health and mental health community partners, organizations, and service providers to support behavioral health needs.

PRIORITY 2: HEALTH BEHAVIORS
(SEE BELOW WITH HEALTH OUTCOMES)[4]

GOAL (HEALTH BEHAVIORS AND HEALTH OUTCOMES)**:** Improving health outcomes (reducing chronic diseases) among targeted populations through healthy behaviors and practices.

ANTICIPATED IMPACT (HEALTH BEHAVIORS AND HEALTH OUTCOMES)**:** Populations understand and take an active role in healthy behaviors, eating healthy foods, and physical activities to reduce and prevent chronic diseases.

PRIORITY 3: HEALTH OUTCOMES

GOAL (HEALTH BEHAVIORS AND HEALTH OUTCOMES)**:** Improving health outcomes (reducing chronic diseases) among targeted populations through healthy behaviors and practices.

ANTICIPATED IMPACT (HEALTH BEHAVIORS AND HEALTH OUTCOMES)**:** Populations understand and take an active role in healthy behaviors, eating healthy foods, and physical activities to reduce and prevent chronic diseases.

HEALTH BEHAVIORS & HEALTH OUTCOMES					
	GOAL(S)	**STRATEGIES**	**2020**	**2021**	**2022**
Access to Care	Provide preventative screenings for underserved populations to improve early detection of cancer, heart disease, and diabetes.	Broaden awareness and community education through churches, schools, and community organizations regarding preventive health screenings.[5]		X	X
	Improve access to care for underinsured/ uninsured, low-income, and Medicaid populations.	Continue to provide care from primary care physicians, specialists, and nurse practitioners to targeted populations.[6]		X	X
		Educate targeted populations on resources and services available.	X	X	X
		Continue Medicaid/UCC enrollment and financial assistance resources to ensure coverage to targeted populations.	X	X	X
		Provide care coordination across health system and health system clinics.	X	X	X

[4] In 2019, the CHNA identified Health Behaviors and Health Outcomes as separate community needs. In the 2020, ISP phase after much discussion, the working group combined both needs in the implementation planning strategy report as one is a prelude to another. The implementation strategy planning report identified and recognized strategies to address and tackle both needs.

[5] In 2020, not completed due to COVID-19.

[6] In 2020, decreased due to damaged facilities caused by storm.

HEALTH BEHAVIORS & HEALTH OUTCOMES (CONTINUED)					
	GOAL(S)	**STRATEGIES**	**2020**	**2021**	**2022**
Tobacco Use	Reduce smoking among targeted populations.	Provide ongoing smoking cessation programs and prevention resources throughout health system and community network.	X	X	X
		Communicate availability of smoking cessation and educational resources among community organizations, churches, and targeted groups.	X	X	X
		Provide smoking cessation through behavioral health counseling.	X	X	X
		Host annual smoking cessation community-wide events in November.			
Health Literacy	Educate low-income and/or high-risk populations on preventative health, value of physical activity & wellness.	Educate low-income/high-risk patients and community residents on a healthy lifestyle, accessing healthy foods and the value of physical activity.[7]		X	X
		Work with community leaders and special interest groups to educate on how to improve access to green space and to access free or low-cost physical activity programs.			
	Improve health literacy.	Collaborate with community partners to reach low-income and high-risk populations with health information.[8]		X	X
Diabetes	Provide preventative screenings and/or education to improve early detection of cancer, heart disease, and diabetes.	Improve education on the benefits of preventative health screenings and wellness through free health seminars hosted by healthcare providers, community events, and partnering with health outreach agencies.[9]		X	X
		Educate patients and families to understand their health status (what the numbers mean) and how to prevent chronic disease.[10]			X
		Educate Southwest Louisiana community and senior population with health information at health seminars, events, and fairs.[11]			X

[7] In 2020, not completed due to hurricane effects.

[8] In 2020, not completed due to hurricane effects.

[9] In 2020, not completed due to hurricane affects and COVID-19.

[10] In 2020 and 2021, not completed due to COVID-19.

[11] In 2020 and 2021, not completed due to COVID-19.

HEALTH BEHAVIORS & HEALTH OUTCOMES (CONTINUED)					
	GOAL(S)	**STRATEGIES**	**2020**	**2021**	**2022**
STDs	Align Hospital Goals with Region IV task force.	Educate high-risk SWLA community.[12]			X
High Blood Pressure	Provide preventative screenings and/ or education to improve early detection of cancer, heart disease, and diabetes.	Improve education on the benefits of preventative health screenings and wellness through free health seminars hosted by healthcare providers, community events, and partnering with health outreach agencies.[13]		X	X
Specialist/ Certified Programs[14]					

[12] In 2020, strategy not completed due to hurricane effects. In 2021, strategy not completed due to COVID-19.

[13] In 2020, not completed due to COVID-19. In 2021, the strategy went online.

[14] LCMH worked with community partners, organizations and service providers to develop appropriate implementation strategy goals and measurable outcomes that specifically address the identified CHNA community need "Health Behaviors & Health Outcomes: Specialist/Certified Programs." Defined implementation strategy goals and measurable outcomes were not completed due to COVID-19 and issues due to the hurricane.

PRIORITY 4: CANCER

GOAL: Provide emotional support to individuals and families living with cancer as they navigate through diagnosis, treatment, and recovery with a wide range of services to promote wellness and linking patients to community-wide resources.

ANTICIPATED IMPACT: To improve health outcomes as a result of comprehensive cancer care services and programs provided by Lake Charles Memorial Health System Cancer Center.

CANCER					
	GOAL(S)	**STRATEGIES**	**2020**	**2021**	**2022**
Access to Care & Health Outcomes	Improve cancer care access to low-income/underserved populations.	Align services within the health system and community to identify patients who need further diagnostic workup for breast /colon/ cervical cancer.[15]		X	X
	Improve cervical cancer, breast cancer, lung cancer & colon cancer awareness.	Partner with community organizations to provide HPV vaccination education.			X
		Increase number of mammograms, colon & lung cancer screenings.	X	X	X
	Improve coordination of cancer care.	Expedited initiation of cancer care for LCMH patients.	X	X	X
	Improve patient education regarding diagnosis and treatment.	Enhance Cancer Patient Navigation Program to improve patient education as well as address patient barriers to care.	X	X	X
Behavioral Health	Educate at-risk populations about cancer prevention.	Provide smoking cessation classes.	X	X	X
		Distribute educational information.	X	X	X
Transportation Issues	Improve transportation options for cancer patients.	Strive to identify new transportation options or partners.	X	X	X
		Expand patient awareness of transportation services in the community and assist with transportation resources.	X	X	X
		Provide gas card assistance when funding is available.	X	X	X

[15] In 2020, efforts were decreased due to the hurricane.

CANCER (CONTINUED)					
	GOAL(S)	**STRATEGIES**	**2020**	**2021**	**2022**
Financial Burden	Assist uninsured and underinsured patients to access essential cancer care services.	Enhance awareness and educate patients on availability of financial services.	X	X	X
		Provide financial counseling and determine eligibility for health services and programs.	X	X	X
		Partner with hospital departments and community organizations to connect eligible patients to needed services.	X	X	X
		Enroll and connect patients to available health and human services.	X	X	X

COMMUNITY STAKEHOLDER INTERVIEWS

Tripp Umbach worked closely with representatives from Lake Charles Memorial Health System to identify community stakeholders. An email was delivered to community stakeholders to introduce Tripp Umbach and define the stakeholders' role in the CHNA process. The email introduced the project and conveyed the importance of the CHNA to the community. Each interview was conducted by a Tripp Umbach consultant and lasted 30 to 40 minutes in duration. Each community stakeholder was asked the same set of questions, as developed by Tripp Umbach and approved by Lake Charles Memorial Health System representatives. The interviews provided a platform for stakeholders to identify health issues and concerns affecting residents in the service area, as well as ways to address those concerns. A diverse representation of community-based organizations and agencies were among the stakeholders interviewed.

Twenty-three community stakeholder interviews were conducted from September - October 2022. Some community stakeholders represented the same organization. Industry leaders who participated in the interview process represented the following organizations:

- Alliance for Positive Growth
- American Cancer Society
- Calcasieu Community Clinic
- Calcasieu Parish Police
- Calcasieu Parish School Board
- Care Help of Sulphur
- City of Lake Charles
- Families Helping Families
- Family & Youth Counseling Agency
- Greater St. Mary Missionary Baptist Church
- Imperial Calcasieu Human Services Authority
- Kay Dore Counseling Center McNeese University
- Lake Charles Memorial Cancer Center
- Lake Charles Police Department
- Project Build a Future
- LA Public Health Department - Region 5 Office Public Health
- SWLA Area Health Education
- SWLA Center for Health Services
- United Way SWLA
- Water's Edge

OVERALL FEEDBACK:

- **47.9%** — Community stakeholders rated the overall health and human services in the community as fair and poor.
- **56.5%** — Lake Charles Memorial Health System offers high-quality health care for the community as very good.
- **39.2%** — Lake Charles Memorial Health System addresses the needs of diverse (i.e., individuals or groups of individuals from different social and ethnic backgrounds) and disparate populations as excellent and very good.
- **56.5%** — Lake Charles Memorial Health System ensures access to care for everyone, regardless of race, gender, education, and economic status, as excellent and very good.
- **39.4%** — Lake Charles Memorial Health System actively works to identify and address health inequities that impact its patients as excellent and very good.

TOP FIVE HEALTH/SOCIAL CONCERNS IN THE COMMUNITY

1. Behavioral Health
2. Obesity/Overweight
3. Access to Healthy Foods
4. Diabetes
5. High Blood Pressure

TOP FIVE PERSISTENT "HIGH-RISK BEHAVIORS" IN THE COMMUNITY

1. Substance Abuse (i.e., alcohol, drug, tobacco abuse)
2. Poor Eating Habits / Unhealthy Eating Habits
3. Lack of Education
4. Lack of Exercise/Inadequate Physical Activity
5. Angry Behavior/Violence

TOP FIVE LARGEST BARRIERS FOR PEOPLE NOT RECEIVING CARE OF SERVICES

1. Affordability (i.e., out-of-pocket costs/high deductibles/co-pays)
2. No insurance coverage (i.e., uninsured/underinsured)
3. Availability/Lack of transportation
4. Availability of services (i.e., lack of providers (PCP, dental), mental health, etc.)
5. Economic disparities

TOP THREE TRANSPORTATION ISSUES

1. Limited services available
2. Lack of community education around available resources
3. Attitudes/beliefs about using public transit

TOP FIVE WAYS TO IMPROVE QUALITY OF LIFE FOR RESIDENTS

1. Access to behavioral health services (i.e., available appointments, treatment programs, etc.)
2. Housing (i.e., available and affordable housing)
3. Better collaboration among organizations
4. Strategic focus on specific SDOH issues (i.e., food/housing access)
5. Community health education

TOP FIVE VULNERABLE POPULATIONS

1. Children/adolescents
2. Low-income
3. Homeless
4. Mentally ill
5. Older adults

PUBLIC COMMENTARY RESULTS

As part of the CHNA, Tripp Umbach solicited comments related to the CHNA and Implementation Strategy Plan on behalf of the Lake Charles Memorial Health System. The solicitation of feedback was obtained from community stakeholders identified by the steering group. Feedback offered community stakeholders the opportunity to react to the methods, findings, and subsequent actions taken because of the previous 2019 CHNA and implementation planning process.

OVERALL FEEDBACK:

- **41.6%** of respondents reported that the CHNA included input from community members and organizations. 58.3% did not know.
- **17.3%** of respondents reported that there were needs in the community related to health that were not present in the 2019 CHNA. 60.8% did not know.
- Filling out LCMHS's public commentary survey online, a community respondent indicated that they felt that the assessment did not exclude any community members or organizations that should have been involved in the assessment. The community respondent also reported that the implementation strategies were directly related to the needs identified in the CHNA.
- **34.7%** of respondents reported that the implementation strategies were directly related to the needs identified by the 2019 CHNA. **62.2%** did not know.

HOW DID THE 2019 CHNA AND RESULTING IMPLEMENTATION PLAN BENEFIT YOU/THE COMMUNITY?

- Lake Charles Memorial Health System needs to enact strategies to improve the health of the community.
- Publicize the actions of the ISP.
- Lake Charles Memorial Health System needs more promotion on the CHNA results.
- It provided year-to-date endpoints to show improvements and which areas needed improvement.
- The plan included other entities and collaboration among the community.
- We were able to use it as a goal and improve processes and barriers.
- Some information did not turn into action.
- My direct organization did not feel the direct impact.
- It provides multiple-year YTD endpoint data for showing improvements and strategies of the LCMH system so that stakeholders can see what areas we are moving forward in and what areas may still need additional focus

ADDITIONAL FEEDBACK ON THE 2019 CHNA/IMPLEMENTATION PLAN?

- Include SWLA in partner organizations to help address the needs of the community.
- Connect major players from the community to the document.

KEY INFORMANT SURVEYS

Tripp Umbach employed an online survey methodology to key informants in LCMHS's primary service area. The online survey was employed to collect input from key informants who work directly with underserved, uninsured, and disenfranchised populations. Examples of key informants included:

- Community leaders
- Government leaders
- Health care Professions
- Leaders in education
- Leaders in health and social services organizations
- Mental health providers/ organizations
- Nonprofits
- Nursing homes directors
- Police Departments
- Religious leaders

The key informant survey was designed to capture and identify key health and social risk factors and health needs of those within the study area. The key informant survey was implemented from September through November 2022.

Tripp Umbach worked with representatives from Lake Charles Memorial Health System to identify key informants who were contacted via email to request their participation. In total, 71 surveys were collected and used for analysis in 2022. The information below represents key survey findings collected from the online survey.

THE BEST SERVICES AND RESOURCES IDENTIFIED IN THE COMMUNITY

- **59.2%** work/job opportunities
- **47.9%** Academic opportunities/Institutions
- **47.9%** Health Care

BEST ACTIVITIES IN THE COMMUNITY

- **69.0%** Specific events and festivals
- **63.4%** Recreational and sports activities
- **46.5%** Arts and cultural activities

RATING STATEMENTS

- **53.5%** - Key Informants strongly agree that the hospital closest to them addresses the needs of diverse and at-risk populations
- **66.2%** - Key Informants strongly agree that the hospital closest to them ensures access to care for everyone, regardless of race, gender, education, and economic status.

TOP SIX LARGEST BARRIERS IN THE COMMUNITY

1. Affordability (Out-of-pocket costs/high deductible)
2. Lack of healthcare coordination services
3. No insurance coverage
4. Availability of services (i.e., dental, mental health, etc.)
5. Health literacy
6. Lack of transportation

TOP THREE CONTRIBUTING TO TRANSPORTATION ISSUES

1. Limited services available
2. Bus schedules are not conducive to work/life needs
3. Lack of community education about available resources

TOP FIVE PERSISTENT HEALTH PROBLEMS

1. Behavioral Health
2. Diabetes
3. Access to healthy food
4. Lack of exercise
5. Cancers

TOP TWO RESPONSES - WHAT TO OFFER THE COMMUNITY TO ACHIEVE AND MAINTAIN OPTIMAL HEALTH RELATED TO DIABETES AND OBESITY?

1. Prevention and awareness education
2. Population-specific interventions

TOP FIVE MOST VULNERABLE POPULATIONS

1. Mentally ill
2. Uninsured/underinsured
3. Low-income
4. Homeless
5. Chronically ill

TOP FIVE WHAT WOULD HAVE THE GREATEST IMPACT ON QUALITY OF LIFE

1. Mental health services
2. Access to BH services
3. Substance abuse support
4. Community health education/health literacy
5. Health care access
6. Better collaboration among organizations

SINGLE BEST SOLUTION TO HELP VULNERABLE POPULATIONS

1. Care coordination

TOP HEALTH CONCERNS IN THE COMMUNITY (TOP 5)

1. Addiction/substance abuse
2. Higher cost of health care for consumers
3. Obesity
4. Diabetes
5. Mental health

BARRIERS PREVENTING COMMUNITY MEMBERS FROM RECEIVING HEALTH CARE (TOP 6)

1. Lack of Affordability
2. No insurance
3. Lack of awareness of local health services
4. Lack of specialists
5. Inability to get an appointment
6. Lack of transportation services

PRIORITIZATION SESSION

On November 15, 2022, Tripp Umbach facilitated a prioritization session forum with 19 attendees who represented executive leaders, hospital personnel, and partnering clinic staff. The prioritization session presented the CHNA findings, which included existing state and national data, in-depth community stakeholder interview results, and key informant survey results. The prioritization session also sought to obtain feedback regarding the needs and concerns of the primary service area that the Lake Charles Memorial Health System serves. Collectively, the group discussed the data, shared their visions and plans for community health improvement in their communities, identified key concerns, and prioritized the top community health needs in their region. With input received from meeting participants, Lake Charles Memorial Health System prioritized and identified top priority areas. To advance current efforts, the 2019 needs were recategorized and streamlined to align with existing/new prioritized needs for the current year.

The identified needs included (in order): behavioral health, health behaviors, managing population health and preventing chronic diseases, and access to care. Each of the prioritized areas had subcategories, which further illustrate the identified need.

Based on group discussions and the understanding of the available resources at LCMHS and in the community, health literacy (which was under health behaviors in 2019) will not be addressed as finances and manpower resources are not in place to tackle this need appropriately and sufficiently.

In the previous assessment, access to care was a common denominator in the CHNA needs; therefore, prioritization attendees agreed that access to care was a top community concern that transcends into include subcategories such as specialists/certified programs, health system navigation, and care coordination.

At the prioritization session, LCMHS and the Cancer Center's health outcomes were deemed more appropriate because of unhealthy health behaviors. Therefore, the working group of LCMHS and the Cancer Center will address and tackle health outcomes overall within each of the needs. The CHNA needs of Lake Charles Memorial's community will be addressed through an implementation strategy plan working closely with the health system and their community partners.

In 2019, cancer was identified as a need that Lake Charles Memorial Health System Cancer Center would address. To address the needs of cancer, such as access to care, cancer's health outcomes, cancer's financial burden, and transportation issues for cancer patients, LCMHS will continue to work through the Cancer Center to address these areas of concern for cancer patients. The health and social concerns surrounding cancer will be ongoing as the health system understands its role in providing care to those affected by cancer and its role in cancer prevention as well. Therefore, the Cancer Center will continue to address their patients' needs coalesced into the overall needs of LCMHS. It is also important to note that behavioral health under cancer will be addressed overall under the behavioral health umbrella.

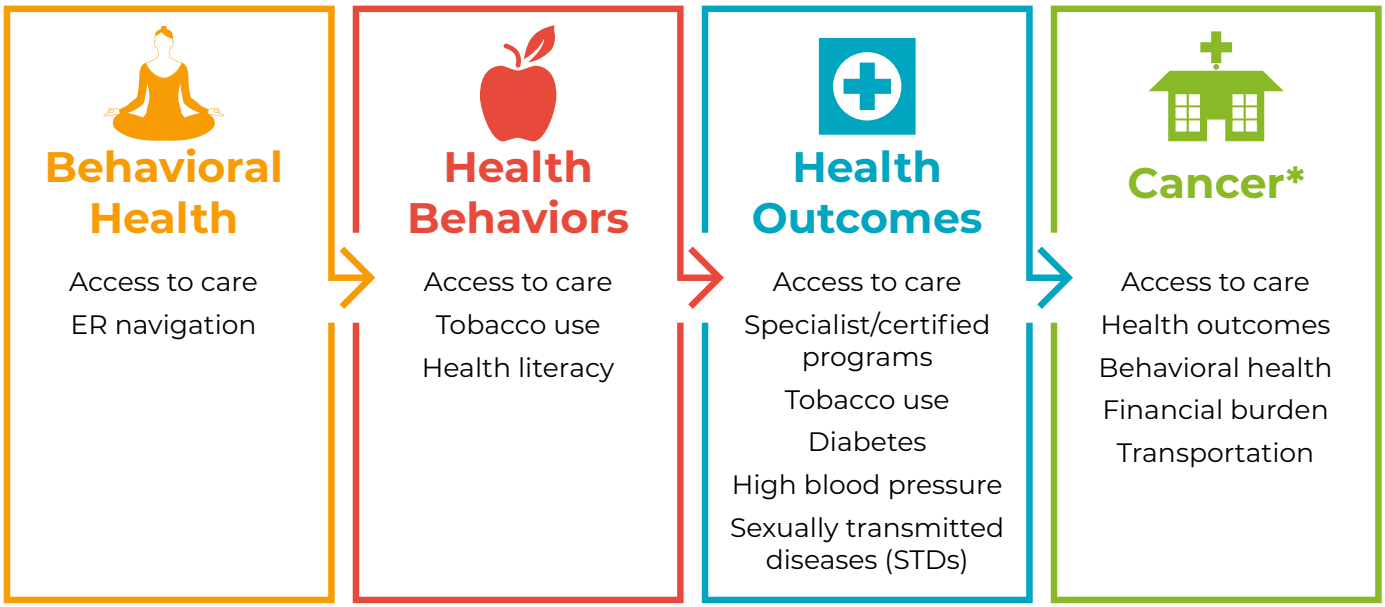
Figure 6: Final 2022 CHNA Key Community Needs

*Cancer Center Goals: Access to care, Health Outcomes, Financial Burden, and Transportaion

Below are the CHNA needs from 2019. Again, health literacy (under health behaviors) will not be addressed as finances and manpower resources are not in place to tackle this need appropriately and sufficiently. Health outcomes will be addressed through the lens of improving health behaviors overall.

Cancer needs will be addressed and intertwined under each of the 2022 CHNA needs as this community issue continues to be an important community concern for Lake Charles Memorial Health System and the Cancer Center. However, as part of the CHNA report, cancer will not have a separate category.

Figure 7: 2019 CHNA Key Community Needs



*Needs addressed by the Cancer Center

PROVIDER INVENTORY

An inventory of programs and services available in the region will be developed by Tripp Umbach. This inventory highlights available programs and services within all the 23 ZIP codes that fall under each of the priority need areas.

The provider inventory will identify the range of organizations and agencies in the community that are serving the various target populations within each of the priority needs. It provides program descriptions and collects information about the potential for coordinating community activities and creating linkages among agencies.

FINAL REPORT

A full final report will be developed that will summarize key findings from the assessment process, including the final prioritized community needs. Top community health needs were identified by analyzing secondary data, primary data collected from key stakeholder interviews, key informant surveys, and feedback from the prioritization session. Tripp Umbach provided support to the prioritized needs with secondary data (where available), consensus from the community stakeholders' results, and key informant surveys.

Lake Charles Memorial Health System will begin its implementation planning phase as the CHNA identifies the health and social problems in the community, and the ISP phase will identify how Lake Charles Memorial Health System plans to address the identified needs.

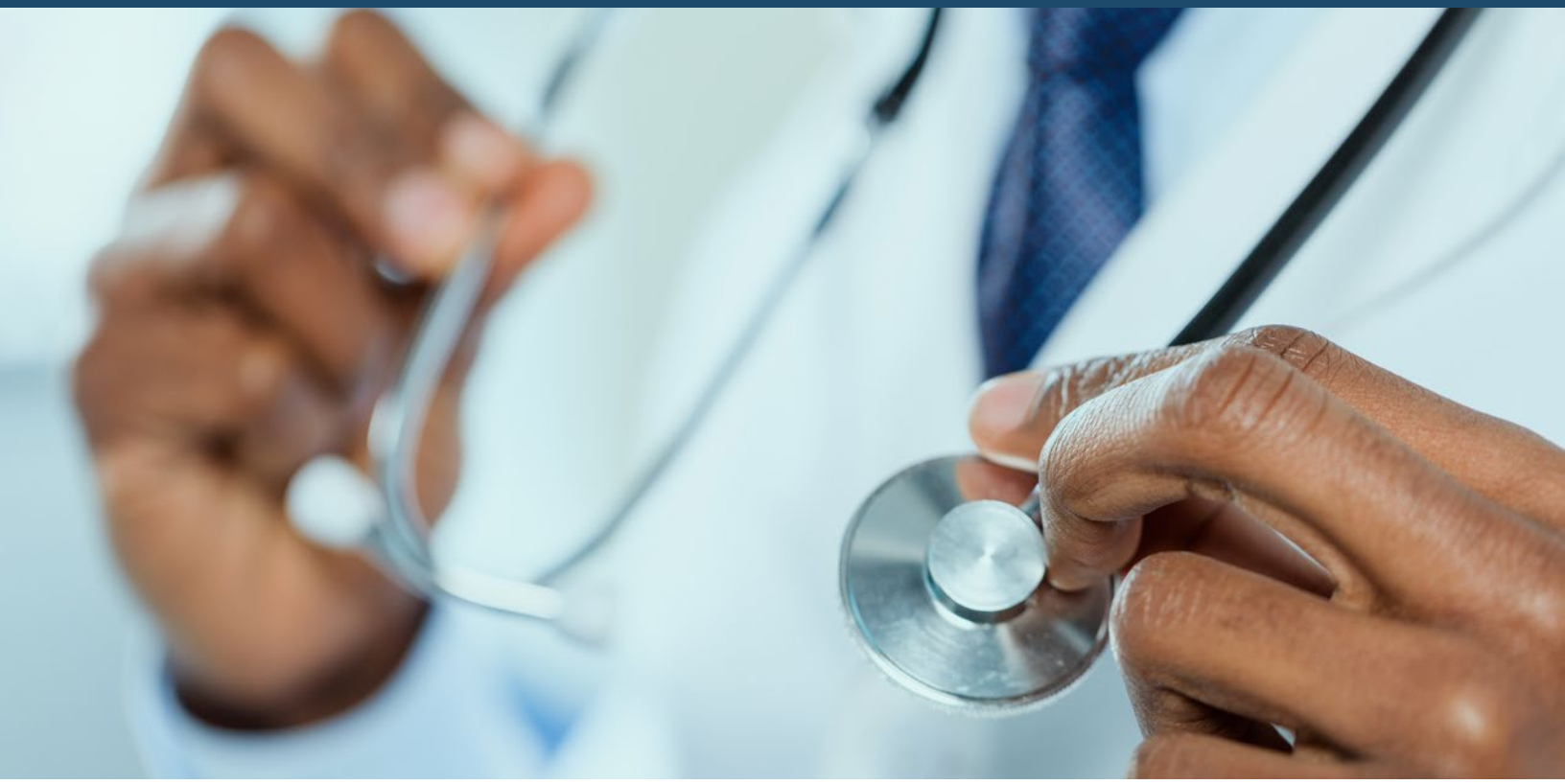
IMPLEMENTATION STRATEGY PLAN

Lake Charles Memorial Health System will develop an implementation strategy plan designed to measurably improve the community's health status. The following steps are a strategy to measure the health system's directive toward meeting the needs of the community throughout the planning process.

1. Identify an implementation team that represents the prioritized health need areas, including community representatives with special knowledge
2. An implementation strategy is the hospital's plan for addressing community health needs identified in the CHNA.
    - **A.** It must be documented and written and addresses each of the community needs identified through the community health needs assessment.
    - **B.** Delineates and describes (a) How the hospital/health system plans to meet the identified community health need(s) and (b) Why the hospital/health system does not plan to address an identified need(s).
    - **C.** Describes plans for collaboration
    - **D.** Must be adopted by governing board, or other authorized body
3. Develop and/or enhance 3-5 community health goals for each prioritized need
4. Determine Goals and Actions that are "Actionable, Measurable, Sustainable" considering the following:
    - **A.** How pervasive is the health issue...who are affected? What risk factors? Community perception?
    - **B.** What gaps in services and areas of duplication or fragmentation
        - What do we do well?
        - Where are we currently making a difference?
        - What measurable impact of current community health programs and services?
5. Establish Implementation Actions and Timelines for Each Goal, Over the Next
6. Next Steps and Actions for the CHNA Implementation Team
    - **A.** Develop overarching strategies that align with CHNA goals and timelines
    - **B.** Develop an internal logic model and matrix to document and track progress on strategies and goals
    - **C.** Determine community resources and assets for promoting health
    - **D.** Establish where accountability lies for specific results
    - **E.** Track and monitor performance and impact of health improvement activities over time
    - **F.** Sustainability
        - What resources are needed?
        - What funding and grant opportunities?
    - **G.** Develop the CHNA Implementation Strategy Narrative Overview
    - **H.** Secure Board approval of the CHNA Implementation Strategy

It is recommended that Lake Charles Memorial Health System develop a presentation to communicate implementation plans to their various stakeholders. While broad dissemination of the implementation plan is required, LCMHS can customize a communication plan to match its organization's culture and community demographics.

NEXT STEPS



Lake Charles Memorial Health System's relationship with the community does not end with the CHNA; rather, the health system's ongoing commitment to improving the health and well-being of its residents will continue through the implementation strategy planning phase. Working closely with community organizations and regional partners, Lake Charles Memorial Health System will track and monitor the implementation strategy planning process with continuous ongoing evaluation measures. Data and information collected through the CHNA will be essential to communicate to residents, health and human services institutions, regional stakeholders, and other organizations to understand the growing needs of Lake Charles residents and how the health system can better serve their community's needs.

The results from the CHNA will be used to effectively develop strategic goals and action steps to address the needs identified. Lake Charles Memorial Health System will leverage its strengths, resources, and outreach efforts to identify ways to address their communities' health needs, thus improving overall health, tackling critical health and social concerns, and addressing the welfare of residents in their communities.

Regional partners will be instrumental in assisting and helping Lake Charles Memorial Health System accomplish the best ways to address these priorities. Working closely with CHNA partners, Lake Charles Memorial Health System will create effective strategies and, most importantly, gather support from community residents. The developed strategies will include measurable metrics through which progress and ongoing evaluation measures can be tracked. The implementation strategy plan will guide the health improvement efforts for residents served by Lake Charles Memorial Health System.

CONSULTANTS

Lake Charles Memorial Health System contracted with Tripp Umbach, a private healthcare consulting firm with offices throughout the United States, to complete a community health needs assessment (CHNA) and Implementation Strategy Plan. Tripp Umbach has worked with more than 300 communities in all 50 states. In fact, more than one in five Americans live in a community where our firm has worked.

From community needs assessment protocols to fulfilling the new Patient Protection and Affordable Care Act (PPACA) IRS 990 requirements, Tripp Umbach has turned needs assessments into practical action plans with sound implementation strategies, evaluation processes, and funding recommendations for hundreds of communities. Tripp Umbach has conducted more than 400 community health needs assessments and has worked with more than 800 hospitals.

Changes introduced because of the PPACA have placed an increased level of importance on population health and well-being and on collaborative efforts among providers, public health agencies, and community organizations to improve the overall health of communities.

Lake Charles
Memorial Health System

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