



WILLIS-KNIGHTON HEALTH SYSTEM

Bossier Parish & Caddo Parish
Louisiana
3.28.2017

Implementation Strategies

Willis-Knighton will engage key community partners in implementing evidence-based strategies across Caddo and Bossier Parishes. Acknowledging the many organizations and resources in place to address the health needs of our communities, WKHS has strategically reviewed both internal and external resources. This portion of the CHNA, the Implementation Strategy, will explain how WKHS will address the needs identified in the CHNA by continuing existing programs and services and by implementing new strategies.

Health Priorities

As aforementioned in the CHNA report, the following document addresses the needs that Willis-Knighton Health System has chosen to address. The document also outlines why we chose to address this need, how we will address the need, who the responsible party will be, and any goals that will be set forth from the beginning, as well as the time frame for achieving those goals.

A priority session was held at Willis-Knighton Rehabilitation Center with members of senior leadership from each hospital in March, 2017. The purpose of this session was to discuss data and input and prioritize needs of the hospital's defined community. Criteria used included importance to the service area, relevance of the health issue to the population served, and the ability of WKHS to effectively impact and improve the health issue. The team also discussed strategic action steps and desired outcomes that will serve as a framework of the implementation strategies.

After discussing these priorities in depth and examining WKHS's expertise, the expertise of other community organizations and outreach, and WKHS's wide range of services currently available, the following issues were chosen for implementation:

- Access
- Diabetes
- Mental Health
- Obesity
- Screenings

Strategies to address each of the above priorities were created for each hospital in the system. The strategies have been provided on the following pages.

WILLIS – KNIGHTON NORTH

Access to Services	Strategy: Evaluate Urgent Care Center			
	Action Step	Accountability	Timeline	Desired Outcome
	Initiate process to identify potential location for Urgent Care Center	WK Health System	Spring 2017	Identification of Urgent Care Location
	Conduct market opportunity assessment for Urgent Care Center	WK Health System	Spring 2017	Market Opportunity Assessment
	Build financial impact analysis for Urgent Care (including staffing plan)	WK Health System	Spring 2017	Complete financial analysis
	Strategy: Optimize Transfer Process			
	Action Step	Accountability	Timeline	Desired Outcome
	Evaluate current bed placement system process and technology	WK Health System	Spring 2017	Complete evaluation
	Optimize bed placement system to improve current transfer processes	WK Health System	Ongoing	Reduced wait time for transfer
	Strategy: Enhance discharge planning program			
	Action Step	Accountability	Timeline	Desired Outcome
	Evaluate current process for discharge planning and identify weakness points (consider conducting focus groups consisting of clinicians and discharge planners)	WK Health System	Spring 2017	Conduct 8 focus groups with clinicians
	Research best practice techniques to improve discharge planning (begin discharge planning process as soon as admittance, etc.)	WK Health System	Spring 2017	Reduced wait time for discharge
	Educate discharge planners on the balance of patient choice and preferred providers	WK Training and Development Center	Ongoing	Increase patient satisfaction
	Strategy: Train current and prepare future health professionals			
	Action Step	Accountability	Timeline	Desired Outcome

	Maintain commitment to interdisciplinary professional and paraprofessional education	WK Residency Program	Ongoing	Continued residency program
	Explore recruitment of additional hospitalists	WK Physician Network	Ongoing	5% growth in hospitalists
Diabetes	Strategy: Provide low-cost diabetes prevention and education classes to the public			
	Action Step	Accountability	Timeline	Desired Outcome
	Willis-Knighton will offer diabetes prevention classes to the public	WK Training and Development Center	Classes held three times each month at various locations	Attendance of a minimum 15 participants each event
	Market Willis-Knighton diabetes prevention classes to the public	WK Marketing Department	Ongoing	Facebook ads; website links; newspaper announcements
	Strategy: Explore implementation of LifeStyle Medicine program			
	Action Step	Accountability	Timeline	Desired Outcome
	Support pilot of LifeStyle Medicine Program at Bossier hospital	WK North	Summer 2017	25 participants in pilot program
	Evaluate success of LifeStyle Medicine Program and develop plan to launch at other locations	WK Health System	Winter 2017	Plan for LifeStyle Medicine at all locations
	Strategy: Provide low-cost diabetes wellness solutions through WK Wellness Centers			
	Action Step	Accountability	Timeline	Desired Outcome
Work with community-based organizations to develop and distribute diabetes educational materials to underserved residents	WK Training and Development Center	Summer 2017	Materials provided to 25 residents every month	
Willis-Knighton will offer low-cost diabetes wellness solutions training sessions through the WK Wellness Centers	WK Wellness Centers	Ongoing, tailored programs based on individual needs	Patients effectively manage their individual diabetic condition	
Obesity	Strategy: Create Physical Movement Campaign for Campus			
	Action Step	Accountability	Timeline	Desired Outcome



	Evaluate location(s) for walking trails around campus	WK Wellness Centers	Summer 2017	Identify Walking Trail around campus with signs (include mileage)
	Launch "Take the Stairs" Campaign for campus	WK Training and Development Center	Summer 2017	Campaign Launched with Elevator Posters
	Strategy: Launch Health food program through cafeteria (heart focused)			
	Action Step	Accountability	Timeline	Desired Outcome
	Work with cafeteria leadership to evaluate current food offerings and develop heart healthy menu	WK Cafeteria	Summer 2017	Heart Health Menu
	Identify Heart Healthy Options in the cafeteria and label healthy options with stickers/signs	WK Cafeteria	Summer 2017	Increase in # heart healthy food options purchased
Mental Health	Strategy: Enhance mental health training for clinical and nonclinical professionals			
	Action Step	Accountability	Timeline	Desired Outcome
	Research the mental health impact on racial / ethnic groups to provide culturally appropriate education and care	WK Behavioral Medicine	Fall 2017	Mental Health Education Program
	Provide free mental health training (assessment, treatment, intervention) for clinical professionals (CEU quality programming)	WK Behavioral Medicine	Monthly	Avg. 40 participants each class
	Provide free mental health training (assessment, treatment, intervention) for law enforcement and active duty personnel and emergency responders	WK Behavioral Medicine	Monthly	Avg. 40 participants each class
	Strategy: Support exploration of Telemedicine services			
	Action Step	Accountability	Timeline	Desired Outcome
	Evaluate Early Psychosis Program to provide assessment, medication management, support groups and education and employment and peer advocate support	WK Behavioral Medicine	Fall 2017	Completed evaluation of Early Psychosis Program
	Evaluate opportunity to pursue development / expansion of telemedicine resources for patients in need of mental health services	WK Behavioral Medicine	Spring 2017	Completed assessment of telehealth opportunity

Screenings	Strategy: Explore Quarterly Rotating Screening Program			
	Action Step	Accountability	Timeline	Desired Outcome
	Identify locations in the community to hold quarterly screenings	WK Wellness Centers	Spring 2017	5 locations spread across parishes
	Define the types of screenings to provide through the program, based on community need and service availability	WK Health System	Spring 2017	Provide at least 5 screening options per location
	Market Screening program to the community with date, location and time of screenings	WK Marketing Department	Summer 2017	Facebook ads; website links; newspaper announcements
	Provide free health screenings and physicals through the Simpkins Community Health & Education Center	Project Neighborhealth	Ongoing	Provide min. of 1,000 free screenings and/or physicals each year
	Strategy: Educate employees and community of benefits of Early Detection Screenings			
	Action Step	Accountability	Timeline	Desired Outcome
	Explore information pamphlets and education to promote screenings	WK Marketing Department	Ongoing	Pamphlets and education marketing
	Incorporate Early Detection Screening recommendations into employee benefits program	WK Human Resources	Ongoing	Increase in # employee screenings
	Strategy: Support expansion of dementia clinic			
	Action Step	Accountability	Timeline	Desired Outcome
	Leverage clinical and operational expertise to support dementia clinic	WK Behavioral Medicine	Spring 2017	Complete evaluation of dementia screening opportunity
	Explore opportunity to expand dementia clinic	WK Behavioral Medicine	Spring 2017	Increase in referrals to dementia clinic



WILLIS-KNIGHTON BOSSIER

Access to Services	Strategy: Operate low cost and / or free indigent Primary Care Clinic within neighborhood of Bossier Parish			
	Action Step	Accountability	Timeline	Desired Outcome
	Evaluate physical location to build clinic in Bossier Parish	WK Health System	Spring 2017	Identified location for clinic
	Create staffing plan to for clinic	WK Health System	Fall 2017	Finalized and approved staffing plan
	Conduct financial impact analysis of clinic	WK Health System	Fall 2017	Finalized and approved financial analysis
	Market clinic offering to the public	WK Marketing Department	Winter 2017	10% increase in number of visits to clinics
	Strategy: 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
	Understand data needs to more effectively identify and manage patients	WK Decision Support	Spring 2018	Evaluation of available data
	Examine existing tools (Premier Decision Support and Cerner Sorian) to determine if additional tools are needed	WK Decision Support	Spring 2018	Patient Dashboard
	Evaluate option of purchasing a tool if needed; implement as needed	WK Decision Support	Spring 2018	Completed implementation of new tool
	Identify and educate "frequent flyers" of the emergency departments	WK Emergency Department	Ongoing	10% Reduction in "frequent flyer" visits to ED
	Strategy: Promote new Pediatric Physicians to the community			
	Action Step	Accountability	Timeline	Desired Outcome
	Launch marketing campaign for pediatric physicians in the community	WK Marketing Department	Ongoing	Facebook ads; website links; newspaper announcements

	Continue to maintain relationship with Medical School to train pediatric residents	WK Health System	Ongoing	Increase in number of pediatric residents
Diabetes	Strategy: Integrate Diabetes education into Lifestyle Medicine service offering			
	Action Step	Accountability	Timeline	Desired Outcome
	Conduct facilitated session with endocrinologists to discuss integration of Lifestyle medicine service offering	WK Endocrinology Department	Spring 2017	75% of endocrinologists in attendance
	Develop business plan for Lifestyle Medicine service offering, incorporating Diabetes education into the curriculum	WK Endocrinology Department	Spring 2017	Business Plan for Lifestyle Medicine
	Strategy: Pilot Room Service Dietary			
	Action Step	Accountability	Timeline	Desired Outcome
	Understand the dietary menu options for Room Service Dietary	WK Dietary	Spring 2017	Healthy menu options for patients
	Provide "Heart-Healthy meals" through WKHS cafeterias	WK Dietary	Daily menu	Rotate healthy menu options daily through WK cafeterias
Obesity	Strategy: Develop LifeStyle Medicine Program			
	Action Step	Accountability	Timeline	Desired Outcome
	Develop business plan for Lifestyle Medicine service offering	WK Health System	Spring 2017	Business Plan for LifeStyle Medicine
	Pilot LifeStyle Medicine Program at WK Bossier and evaluate the benefit provided to the community	WK Bossier	Summer 2017	25 participants in pilot program
	Evaluate success of LifeStyle Medicine Program and develop plan to launch at other locations	WK Health System	Winter 2017	Plan for LifeStyle Medicine at all locations
	Strategy: Support Exploration of LifeStyle village community concept			
	Action Step	Accountability	Timeline	Desired Outcome

	Work with the community leadership to evaluate ways WK Bossier can support the LifeStyle Community	WK Health System	Ongoing	Launch of Healthy Lifestyle Community
	Strategy: Create Physical Movement Campaign for Campus			
	Action Step	Accountability	Timeline	Desired Outcome
	Evaluate location(s) for walking trails around campus	WK Wellness Centers	Summer 2017	Identify Walking Trail around campus with signs (include mileage)
	Launch "Take the Stairs" Campaign for campus	WK Training and Development Center	Summer 2017	Campaign Launched with Elevator Posters
	Strategy: Explore Expansion of Telehealth Service for Mental Health			
	Action Step	Accountability	Timeline	Desired Outcome
	Evaluate opportunity to pursue development / expansion of telemedicine resources for patients in need of mental health services - Pilot at Bossier	WK Behavioral Medicine	Spring 2017	Completed assessment of telehealth opportunity
	Streamline behavioral health patient assessment at Emergency Departments	WK Behavioral Medicine	Ongoing	Avg. Of 2,000 pts. in need of BM admission present at WK EDs annually
Mental Health	Strategy: Enhance outpatient services specifically for substance abuse treatment			
	Action Step	Accountability	Timeline	Desired Outcome
	Support the Council on Alcoholism and Drug Abuse (CADA) financially, in-kind and through joint programs	WK Behavioral Medicine	Ongoing	Provide \$40,000 minimum in-kind services annually
	Operate an Outpatient Recovery Program (IOP free care program), increasing access without regard to payer type	WK Behavioral Medicine	Ongoing	Min. 2 pts. per month (\$192,000 in free care)
	Provide free care for detox patient transfers	WK Behavioral Medicine	Ongoing	Avg. 5 pts. per month (as needed, avg. of \$6,000 incurred expenses each)
Screenings	Strategy: Explore Quarterly Rotating Screening Program			

Action Step	Accountability	Timeline	Desired Outcome
Identify locations in the community to hold quarterly screenings	WK Wellness Centers	Spring 2017	5 locations spread across parishes
Define the types of screenings to provide through the program, based on community need and service availability	WK Health System	Spring 2017	Provide at least 5 screening options per location
Market Screening program to the community with date, location and time of screenings	WK Marketing Department	Summer 2017	Facebook ads; website links; newspaper announcements
Strategy: Explore partnerships to provide online depression screenings			
Action Step	Accountability	Timeline	Desired Outcome
Evaluate potential partnership with company to provide online depression screenings	WK Behavioral Medicine	Fall 2017	Min. 15 screenings per month
Promote education around mental illness and depression on website	WK Training and Development Center	Fall 2017	Website links and education materials



WILLIS – KNIGHTON SOUTH

Access to Services	Strategy: Expand pediatric services in the community			
	Action Step	Accountability	Timeline	Desired Outcome
	Renovate Behavioral Medicine Unit into 24 bed pediatric unit	WK South	Spring 2017	Completion of Pediatric Unit
	Increase the number of step down beds available at WK South	WK South	Spring 2017	Addition of 14 step down beds
	Market opening of Pediatric Unit to the public	WK Marketing Department	Ongoing	Facebook ads; website links; newspaper announcements
	Strategy: Explore expansion of Medicare / low-cost indigent care clinics (Women's Health Centers Partners - Susan Drive)			
	Action Step	Accountability	Timeline	Desired Outcome
	Create financial impact analysis and staffing plan for clinic	WK Women's Center	Spring 2017	Finalized and approved business plan
Market Women's Health Centers Partner clinic to the community	WK Marketing Department	Spring 2017	10% increase in women's health visits	
Diabetes	Strategy: Explore offering of pediatric diabetes seminars			
	Action Step	Accountability	Timeline	Desired Outcome
	Partner with local K-12 schools to provide diabetes education classes to students	WK Wellness Centers	Fall 2017	4 classes provided each year to at least 100 students
	Strategy: Provide low-cost diabetes wellness solutions through WK Wellness Centers			
	Action Step	Accountability	Timeline	Desired Outcome
Work with community-based organizations to develop and	WK Training and Development Center	Summer 2017	Materials provided to 25 residents every month	

	distribute diabetes educational materials to underserved residents			
	Willis-Knighton will offer low-cost diabetes wellness solutions training sessions through the WK Wellness Centers	WK Wellness Centers	Ongoing, tailored programs based on individual needs	Patients effectively manage their individual diabetic condition
Obesity	Strategy: Promote Healthy Food and Healthy Living options to patients and the community			
	Action Step	Accountability	Timeline	Desired Outcome
	Investigate sponsorship of community events that promote activities that encourage physical fitness and exercise	WK Wellness Centers	Ongoing	Sponsor of 3 events per year
	Partner with local K-12 schools to promote child health nutrition programs	WK Wellness Centers	Fall 2017	4 classes provided each year to at least 100 students
	Explore development of a community garden in partnership with the city	WK Wellness Centers	Fall 2017	Launch of Community Garden
	Strategy: Create Physical Movement Campaign for Campus			
	Action Step	Accountability	Timeline	Desired Outcome
	Evaluate location(s) for walking trails around campus	WK Wellness Centers	Summer 2017	Identify Walking Trail around campus with signs (include mileage)
	Launch "Take the Stairs" Campaign for campus	WK Training and Development Center	Summer 2017	Campaign Launched with Elevator Posters
	Strategy: Explore Healthy Pregnancy Campaign			
	Action Step	Accountability	Timeline	Desired Outcome
Partner with community organizations to conduct free educational / nutrition classes for pregnant mothers	WK Women's Center	Quarterly	4 classes provided each year to at least 25 mothers per class	

	Explore Baby-Friendly hospital status through changes to promote and support breastfeeding	WK Women's Center	Ongoing	Baby-Friendly Status
Mental Health	Strategy: Leverage centralization of IP/OP rehab/psychiatry to enhance Mental Health Services			
	Action Step	Accountability	Timeline	Desired Outcome
	Develop and deploy mobile consult team	WK Behavioral Medicine	Ongoing	25 mobile consults per month
	Optimize partnerships for placement of patients	WK Behavioral Medicine	Ongoing	Increase in patient satisfaction
	Strategy: Support expansion of dementia clinic			
	Action Step	Accountability	Timeline	Desired Outcome
	Understand opportunity of dementia screening clinic	WK Behavioral Medicine	Spring 2017	Complete evaluation of dementia screening opportunity
	Educate practices / hospitals on dementia clinic	WK Behavioral Medicine	Ongoing	Increase in referrals to dementia clinic
	Develop protocols/process of referring patients to clinic	WK Behavioral Medicine	Spring 2017	Defined process / protocols for screening
	Strategy: Explore expansion of mid-level providers for psychiatry			
Action Step	Accountability	Timeline	Desired Outcome	
Conduct financial impact and need / opportunity assessment for additional providers in psychiatry	WK Physician Network	Spring 2017	Completed assessment of need	
Screenings	Strategy: Explore Quarterly Rotating Screening Program			
	Action Step	Accountability	Timeline	Desired Outcome

	Identify locations in the community to hold quarterly screenings	WK Wellness Centers	Spring 2017	5 locations spread across parishes
	Define the types of screenings to provide through the program, based on community need and service availability	WK Health System	Spring 2017	Provide at least 5 screening options per location
	Market Screening program to the community with date, location and time of screenings	WK Marketing Department	Summer 2017	Facebook ads; website links; newspaper announcements
Strategy: Promote Women's Health				
	Action Step	Accountability	Timeline	Desired Outcome
	Explore opportunity of Women's Health kiosk in lobby of WK South	WK Women's Center	Spring 2017	Completed assessment
	Develop educational materials to include in the kiosk around screenings, healthy lifestyle choices and other women's health information	WK Women's Center	Ongoing	Increase in # of women's health screenings per year
Strategy: Promote Women's Health				
	Action Step	Accountability	Timeline	Desired Outcome
	Leverage mammography capabilities at Pierremont to provide low-cost mammograms, including 3D tomosynthesis to the public at multiple locations	WK Radiology	Ongoing	Provide on Average 21,000 mammograms annually
	Provide free mammograms, including 3D tomosynthesis to employees	WK Radiology	Employees are allowed two free mammograms annually	Each female employee of proper age receive at min. an annual screening

WILLIS – KNIGHTON PIERREMONT

Access to Services	Strategy: Expand Certified Stroke Center to Increase Access			
	Action Step	Accountability	Timeline	Desired Outcome
	Explore options of expansion of stroke program (hours, additional providers, services, etc.)	WK Pierremont	Ongoing	Increase in number of patient visits
	Market expansion of certified stroke center to the public	WK Marketing Department	Ongoing	Facebook ads; website links; newspaper announcements
	Strategy: Explore opportunities to expand telemedicine services to rural clinics			
	Action Step	Accountability	Timeline	Desired Outcome
	Evaluate Telemedicine technology to implement at rural clinics to enhance service offerings	WK Health System	Summer 2017	25 telehealth visits per month
	Evaluate non-critical transport services to transfer patients as needed	WK Pierremont	Ongoing	10 non-critical transfers per quarter
	Strategy: Enhance midlevel provider usage in clinics and hospitals			
	Action Step	Accountability	Timeline	Desired Outcome
	Identify existing model and potential opportunities to improve efficiencies and ensure mid-level providers are practicing at the top of their license	WK Health System	Summer 2017	10% reduction in wait time for patients
	Evaluate opportunity to fill gaps by adding midlevel providers	WK Health System	Summer 2018	Addition of midlevel providers
	Develop recruiting program to draw mid-level providers to Willis-Knighton	WK Human Resources	Ongoing	WK Recruiting Program
	Strategy: Create stroke education programs for patients and emergency personnel			
	Action Step	Accountability	Timeline	Desired Outcome

	Continue to provide education to the public on identifying signs of a stroke	WK Marketing Department	Ongoing	Facebook ads; website links; newspaper announcements
	Explore offering Fitness and Mobility Exercise program to patients who have had a stroke	WK Wellness Centers	Ongoing	Improved mobility and independence for stroke patients
	Partner with community based organizations and nonprofits to support activities focused on stroke prevention	WK Wellness Centers	Ongoing	Increased community awareness of stroke prevention
Diabetes	Strategy: Explore food education program in coordination with stroke education			
	Action Step	Accountability	Timeline	Desired Outcome
	Provide enhanced community education and outreach on stroke prevention and healthy eating in communities where health disparities exist	WK Training and Development Center	Ongoing	Stoke and Healthy Eating Program provided to at least 50 people per year
	Develop "heart healthy" eating menu / shopping list to provide to patients upon being discharged after a stroke	WK Cafeteria	Ongoing	Heart Healthy Shopping List Reduction in Stroke Readmissions
	Strategy: Provide low-cost diabetes wellness solutions through WK Wellness Centers			
	Action Step	Accountability	Timeline	Desired Outcome
	Develop program curriculum to offer low-cost diabetes wellness solutions through WK Wellness Center	WK Wellness Centers	Ongoing, tailored programs based on individual needs	Patients effectively manage their individual diabetic condition
Identify space and dates to host diabetes wellness programs	WK Wellness Centers	Ongoing, tailored programs based on individual needs	Patients effectively manage their individual diabetic condition	
Obesity	Strategy: Create Physical Movement Campaign for Campus			
	Action Step	Accountability	Timeline	Desired Outcome
	Evaluate location(s) for walking trails around campus	WK Wellness Centers	Summer 2017	Identify Walking Trail around campus with signs (include mileage)
Launch "Take the Stairs" Campaign for campus	WK Training and Development Center	Summer 2017	Campaign Launched with Elevator Posters	

Mental Health	Strategy: Explore Expansion of Telehealth Service for Mental Health			
	Action Step	Accountability	Timeline	Desired Outcome
	Provide free mental health training (assessment, treatment, intervention) for clinical professionals (CEU quality programming)	WK Behavioral Medicine	Monthly	Avg. 40 participants each class
	Provide free mental health training (assessment, treatment, intervention) for law enforcement and active duty personnel and emergency responders	WK Behavioral Medicine	Monthly	Avg. 40 participants each class
	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	Increase in visibility of EAP
Explore providing monthly Employee Moral events to promote healthy mental lifestyles	WK Human Resources	Monthly	Increase in Employee Satisfaction Scores	
Screenings	Strategy: Promote New Breast Center			
	Action Step	Accountability	Timeline	Desired Outcome
	Integrate Breast Screenings into the rotation screening program	WK Radiology	Ongoing	Offer screenings at each location
	Launch marketing campaign to inform the community of the New Breast Center	WK Marketing Department	Ongoing	Facebook ads; website links; newspaper announcements
	Strategy: Leverage available mammography to support additional screenings			
	Action Step	Accountability	Timeline	Desired Outcome
Explore mobile mammography offering	WK Radiology	Spring 2017	Purchase Mobile Mammography machine	

	Provide free mammograms, including 3D tomosynthesis to employees	WK Radiology	Employees are allowed two free mammograms annually	Each female employee of proper age receive at min. an annual screening
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