



**CHRISTUS Health**  
2005 – 2006

**Community Benefit**  
Annual Report

Dear Friends,

I am very pleased to share with you CHRISTUS Health's 2005-2006 Community Benefit Annual Report. This collection of milestones from across our ministries demonstrates our commitment to being a leader and advocate in creating exemplary health care services, processes and structures that improve the health of individuals and communities so that all may experience God's healing presence and love.



As a Catholic health system, CHRISTUS Health is committed to increasing access to health care for the uninsured and underserved through community benefit, advocacy and other initiatives. We are much more than a provider of health services; CHRISTUS Health embraces a culture committed to responding to the needs of those we are called to serve, while delivering high quality care that is accessible to all. It is this compassionate and caring environment that drives us to return the optimal value of our charitable assets to our local communities.

Through the pages of this report, you will see some of the innovative ways we are keeping our commitment. Through collaboration, CHRISTUS Health is providing building blocks that not only help improve access and quality of health in the communities we serve, but influence the overall health and well-being of these communities.

Giving back to the community is an essential endeavor in CHRISTUS Health's "Journey to Excellence," the pursuit of higher achievements in community value, business literacy and clinical and service quality.

We are the number one Catholic health care system in providing charity care. We have made significant and measurable improvement in our quality indicators and are within reach of our 90 percent goal for inpatient satisfaction. And fortunately, our business literacy, including our operating margins, has improved sufficiently to make caring for a large number of the poor and vulnerable not only a possibility but a true reality.

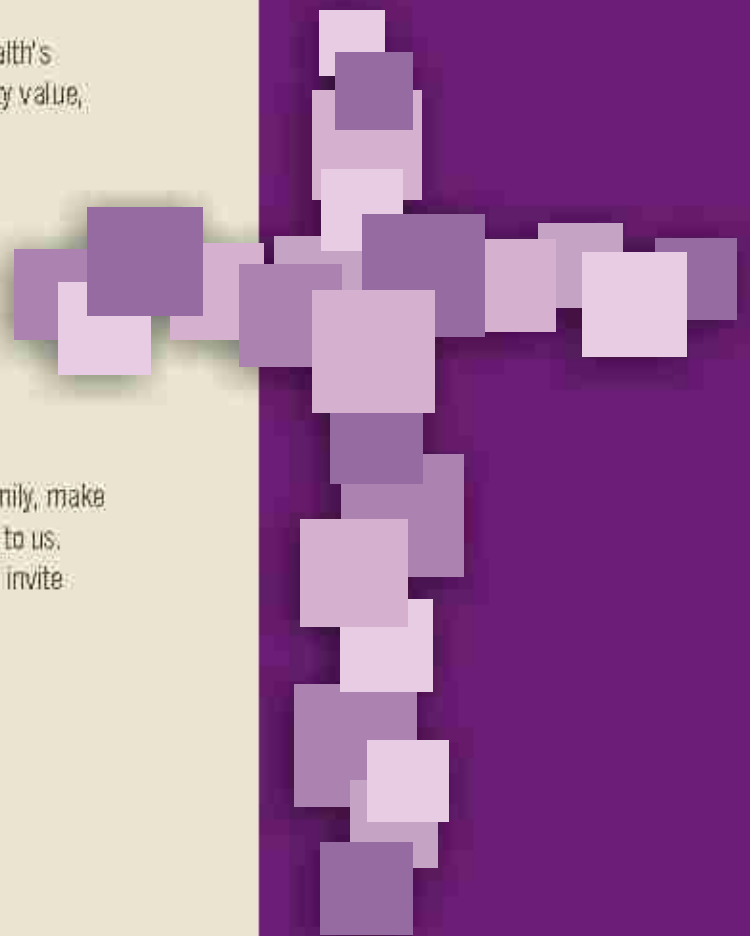
Motivated by our Mission, Vision and Core Values, we, the CHRISTUS family, make this journey for our patients and families – those who entrust their lives to us. We are truly privileged to extend the healing ministry of Jesus Christ and invite other individuals and organizations to journey with us.

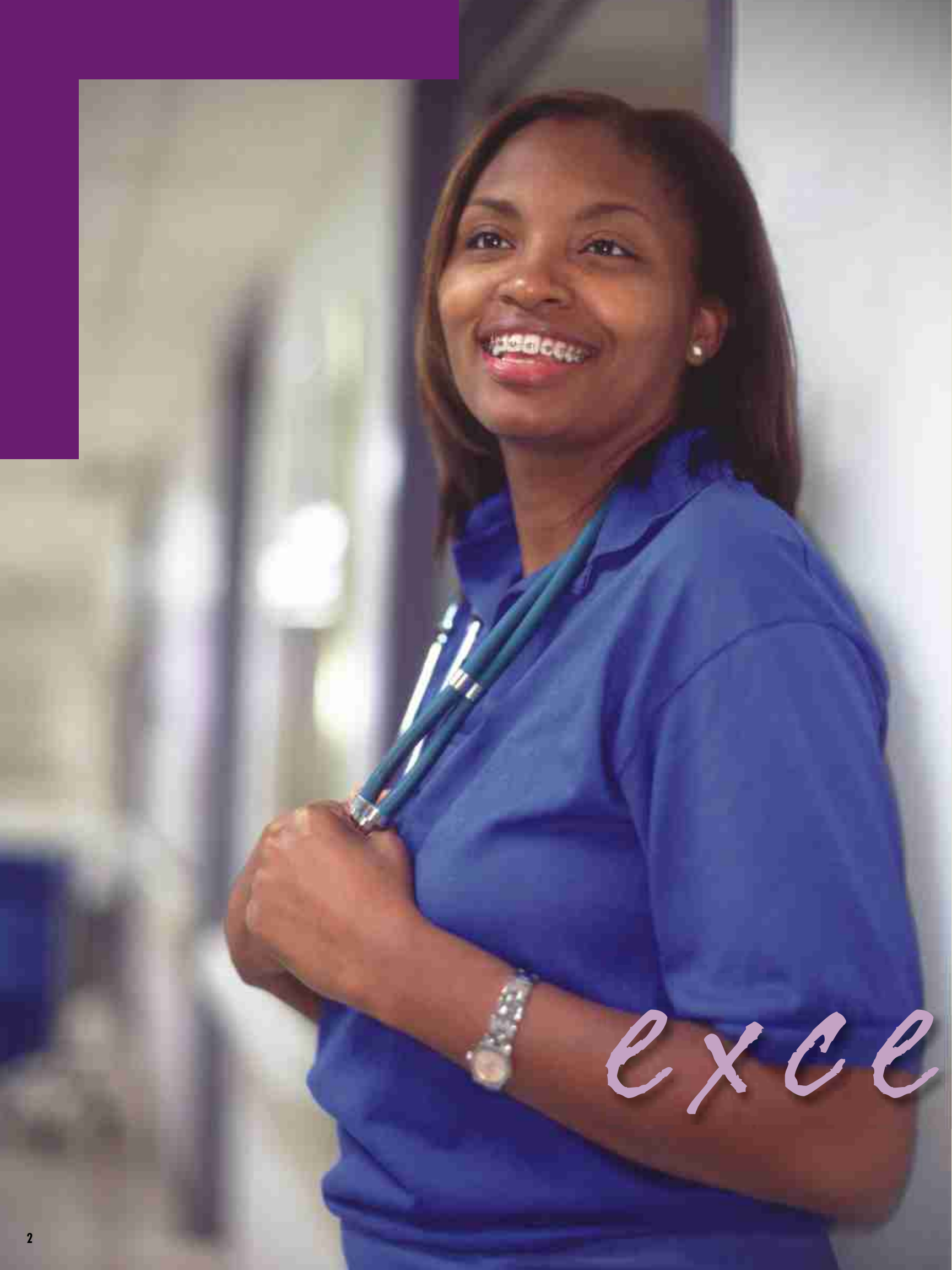
Sincerely,

A handwritten signature in cursive script that reads "Thomas C. Royer, M.D." in dark ink.

Thomas C. Royer, M.D.

President and Chief Executive Officer





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## About CHRISTUS Health

*CHRISTUS Health is a Catholic, faith-based health system comprised of more than 40 hospitals, inpatient and long-term care facilities, as well as dozens of clinics and other health care services. CHRISTUS facilities can be found in more than 60 cities in Texas, Arkansas, Louisiana, Oklahoma, Utah, Missouri, Georgia and Mexico.*

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To support our health care ministry, CHRISTUS Health employs approximately 25,000 Associates, and has 9,000 physicians on medical staffs throughout our system. Its dimension, strength, and depth of service place CHRISTUS among the top ten Catholic health systems in the United States.

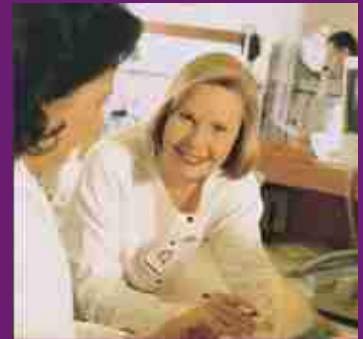
CHRISTUS is also listed among the nation's Top 100 Integrated Health Care Networks. Jointly sponsored by the two religious congregations of the Sisters of Charity of the Incarnate Word in Houston and San Antonio, the Mission of CHRISTUS Health is to extend the healing ministry of Jesus Christ.

***Our Journey To Excellence.*** Creating a health care system that is truly excellent in all areas is an ongoing effort. At CHRISTUS Health, the endeavor is considered an ongoing journey – a journey to excellence.

It not only involves providing a superior health care experience to our patients, it includes using our resources wisely, improving our financial and operational performance, supporting and strengthening our local communities, and obtaining the highest measurable satisfaction among our patients.

***Our Commitment Is Like No Other.*** Our dedication to the CHRISTUS Mission guides our health system. In each facility, we strive to create an environment where Associates, physicians and others who serve our ministry are appreciated, informed and involved. In each CHRISTUS facility, the journey to excellence is an enduring, shared responsibility.

Above all, we are committed to providing those we serve with hope, compassion, and generosity of spirit as we strive to become the best health care system in the world. *Because You Expect More.*<sup>®</sup>



# Excellence

## About CHRISTUS Health

*Building Healthier Lives With Our Communities.* CHRISTUS Health extends the healing ministry of Jesus Christ to every patient who enters our hospital doors, regardless of their ability to pay. As our nation's health system continues to be challenged by the growing number of people without any form of insurance, our Mission becomes even more critical. There are more than 46 million people in the U.S. without health insurance, and Texas and Louisiana have some of the highest percentages of uninsured residents in the nation.

Lacking public or private health insurance, people often forego preventive care or treatment and find their only option in time of illness is in the emergency room. This is the least effective, least efficient, and most expensive setting for health care. CHRISTUS Health's goal is to improve access to primary care and to reduce the use of the emergency department or inpatient care to treat what are often preventable health problems.

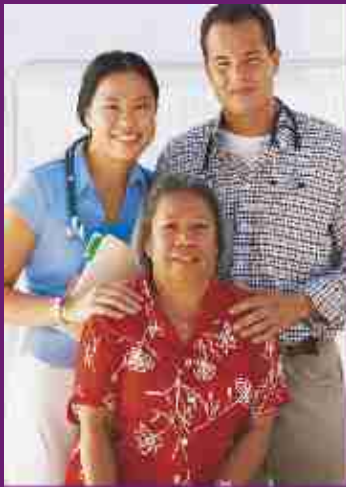
To achieve this goal, we partner with community-based organizations and health providers in each of our markets to identify, support and respond to local initiatives to provide basic health care and other critical services. Communities large and small must possess a complete set of essential health care resources to ensure effective services for the uninsured.

Individually, these programs offer relief, comfort and hope. However, when coordinated within the community, they become the building blocks of a powerful mechanism for comprehensive care and health reform.

*What are the building blocks of CHRISTUS Health?* Building blocks can be broadly defined as any community resource providing health or social services that contributes to the health and well-being of the uninsured. Some examples of CHRISTUS Health's defined building block categories are:

- Medical Homes
- Care Management
- Pharmaceutical Assistance
- Wellness/Prevention
- Enrollment Programs
- Disease Management
- Referral Systems
- Information Management Systems
- Diagnostic Services
- Durable Medical Goods
- Oral Health

Knowing that we still have much to do to meet the needs of our communities, we work to construct, strengthen and support these blocks each year. In many areas, the CHRISTUS Fund and the CHRISTUS Community Direct Investment program have helped stimulate the development of building blocks by offering grants and loans to community-based organizations that address local priorities. Throughout this report you will see examples that celebrate CHRISTUS Health's commitment, creativity, compassion, and cooperative spirit that are the true building blocks to healthier communities.



**SUPPORTING OUR COMMUNITY BUILDING BLOCKS.**

*The CHRISTUS Fund provides grants to community-based, non-profit organizations that are focused on improving access to quality health care services for persons without health insurance or other resources necessary for preventative care and management of chronic conditions. In fiscal year 2006, the CHRISTUS Fund awarded \$3.8 million to 71 organizations in communities served by CHRISTUS Health or programs affiliated with two Congregations of the Sisters of Charity of the Incarnate Word. These awards include disaster relief grants to aid survivors of Hurricanes Katrina and Rita as well as those affected by the catastrophic earthquake that struck Pakistan, India, and the surrounding areas.*

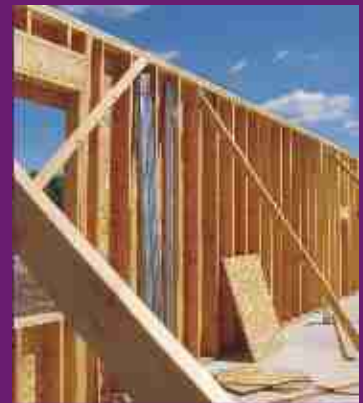
Since its creation in 1999, the CHRISTUS Fund has provided financial support and technical assistance for the creation and expansion of medical homes, school-based health centers, oral health, services for homeless persons, pharmaceutical assistance, domestic violence, and substance abuse treatment and prevention programs. The CHRISTUS Fund also supports community development through grants for affordable housing and individual development accounts for low-income, first-time homebuyers who are learning to save for a down payment and prepare for homeownership.

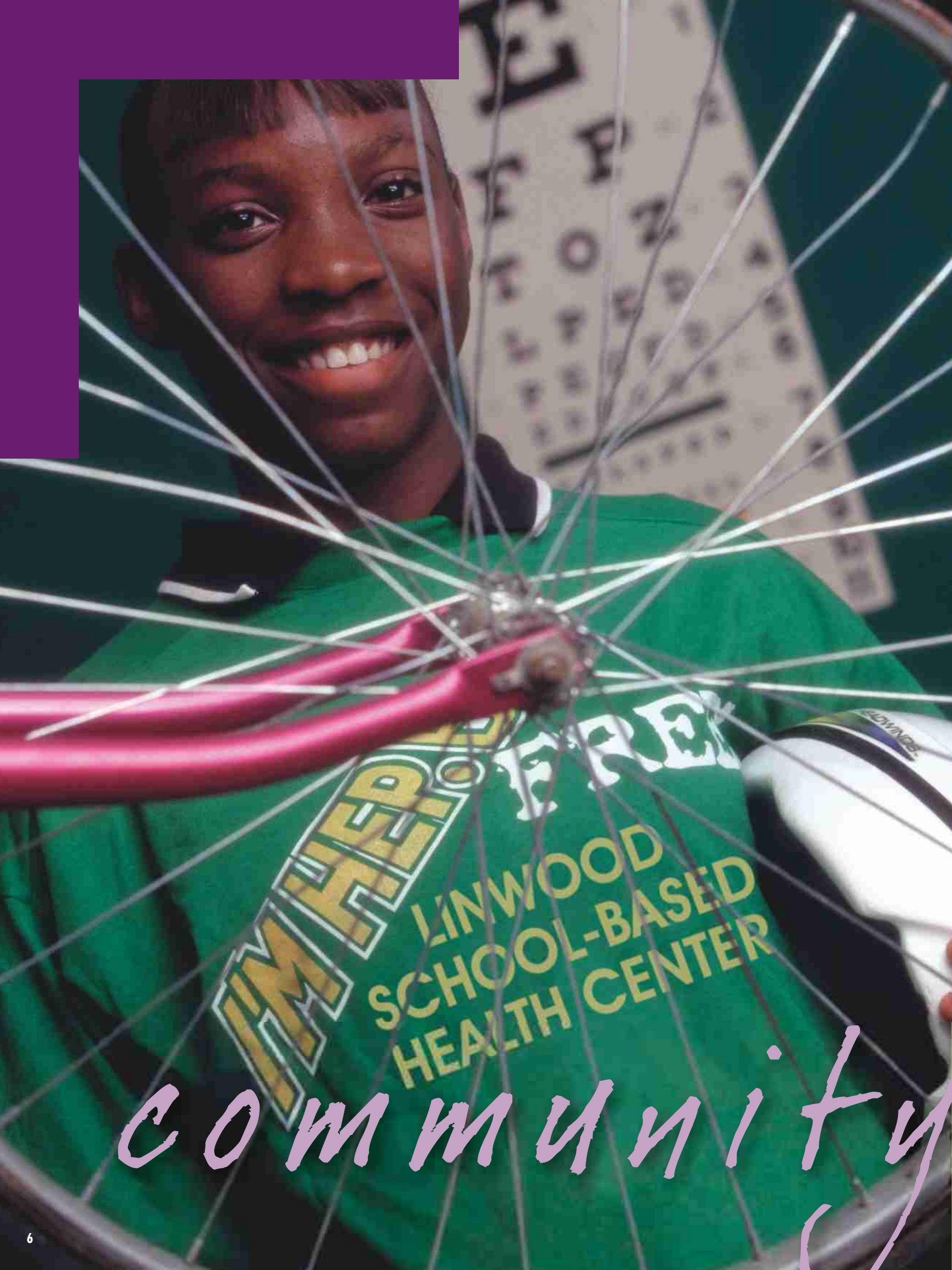
While the CHRISTUS Fund continues to respond to a variety of requests that meet its criteria, in fiscal year 2007 the grant program will focus its efforts on programs that offer a proactive approach to the provision of services for the uninsured.

The CHRISTUS Fund illustrated its commitment to this proactive strategy by awarding 57 percent of its total grant funding to community-based programs that served as building blocks in communities served by CHRISTUS Health.

**CHRISTUS FUND AWARDS – FY2006**

REGION	TOTAL AWARDED (\$)
Ark-La-Tex	409,420
Central Louisiana	185,000
Gulf Coast	490,000
Muguerza	12,000
Northern Louisiana	58,000
Santa Rosa	259,600
Southeast Texas	721,565
Southwest Louisiana	87,500
Spohn	885,244
Utah	10,000
Sponsor/Related	217,150
Disaster Relief	497,582
<b>TOTAL</b>	<b>3,833,061</b>





community

### MEDICAL HOME

*A Medical Home is defined as the provider or health care center an individual chooses for accessing primary health care.*

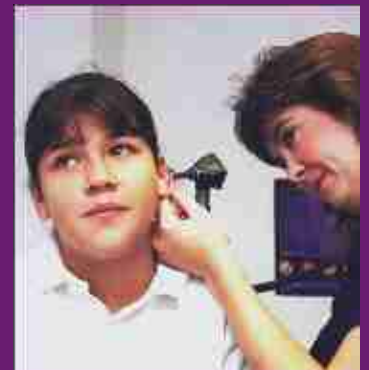
#### *School-Based Health Centers.*

CHRISTUS Health has joined with local elementary, middle and high schools to build healthier communities through the operation of 26 school-based health centers (SBHCs) in Louisiana and Texas. SBHCs offer a unique health care model in which comprehensive physical, mental and preventative health services are provided to youth and adolescents in a school setting. From physical exams and immunizations to consults with dietitians, social workers, or mental health professionals, as well as reminders about managing medications and maintaining blood sugar levels, SBHCs meet many needs of the community. They include:

- Extending care to children who would not otherwise receive it.
- Helping students return to the classroom more quickly, while increasing school attendance rates.
- Lessening the demand on parents to take time off from the workplace to attend to their children's well care and urgent care needs.
- Improving students' overall health by empowering the children to become responsible for their own healthy lifestyles.

Serving over 14,000 children in Central, Southwest and Northern Louisiana as well as the Texas Gulf Coast, the school-based health centers would not be successful without the support and generosity of local legislators, community leaders, businesses, teachers and students. Good physical and mental health is fundamental to a child's education and growth. By building a medical home on school grounds, CHRISTUS Health ensures that healthy living is an integral part of every student's school day.

**Louisiana and Texas School-Based Health Centers.** CHRISTUS St. Patrick Hospital School-Based Health Centers in Lake Charles, La., have been serving the community for more than ten years. The overall goal of the program is to find long-term solutions to students' health needs through early intervention, diagnosis, and treatment of illnesses and injuries that students may acquire. Students receive a broad range of services, including preventative health screenings and immunizations; diagnosis and treatment of illness and injuries; mental health, family counseling and social services; nutrition services and consultation; and referrals to specialty care. Established in 1995, the program has expanded to seven school-based health centers in Calcasieu and Cameron parishes, seeing more than 70,580 visits since its inception.





## Community Building Blocks

CHRISTUS Schumpert in Shreveport, La., developed and manages one SBHC at a local middle school and has extended services to students at the elementary school. With school attendance rates reaching close to 95 percent and immunization compliance at 90 percent, CHRISTUS Schumpert is improving the overall physical and mental health of students. From developing a relationship with a sixth grader who was experiencing her parents' separation and divorce and refusing to take her medications for depression and mood disorders, to coaching parents and students with organizing school work and homework, the staff at the Linwood SBHC are helping children improve grades, home relationships and health – one child at a time.

CHRISTUS St. Frances Cabrini Hospital works with local community leaders, the office of Public Health in Alexandria, La., school boards and other agency groups to provide SBHCs for students who might otherwise have limited or no access to health care. By providing funding for a psychologist to be available as a referral for students who need psychological testing, or establishing referral criteria for students who have elevated BMI, blood pressure or chronic disease, CHRISTUS St. Frances Cabrini SBHCs<sup>1</sup> are meeting the physical and emotional health needs of adolescents at these school sites. In school year 2005-2006, 11 percent of the students registered in the 15 health centers received a comprehensive physical that included a health risk assessment, immunizations, lab work, hearing and vision screening, and complete physical. The goal was to reach a minimum of five percent of those students enrolled in the health centers.



Since 1997, CHRISTUS St. John Hospital has supported SBHCs at Barber Elementary in Dickinson, Texas, and K.E. Little Elementary in Bacliff, Texas. Each clinic is staffed by a nurse practitioner who provides primary and acute care services as well as treatment for minor emergencies. A prescription drug voucher program assists children with medications that their families would normally not be able to afford. The clinics also provide appointments to siblings and children at other school campuses. Last year, over 1,000 children were provided care in the two clinics, and more than 3,000 children were touched through health education programs and consults with the school nurses.



### CHRISTUS Health School-Based Health Centers Have High Patient Satisfaction Scores.

Satisfaction surveys were conducted at 25 CHRISTUS Health SBHCs that serve more than 14,000 children in these regions. The results indicated that students, parents, and teachers have consistently regarded the SBHCs as a valuable resource and have been pleased with operations of the health centers. Since 2001, satisfaction scores have steadily increased. In 2006, students, parents, and teachers reported the highest satisfaction of any of the previous five years of survey implementation.

#### PERCENTAGE OF STUDENTS, PARENTS, AND TEACHERS WHO REPORTED A SATISFACTION RATING OF "EXCELLENT" OR "GOOD" – 2001-2006

	2001	2002	2003	2004	2005	2006
Students (%)	92.8	91.1	93.4	93.2	95.8	97.3
Parents (%)	99.4	98.3	97.8	96.3	97.2	98.0
Teachers (%)	97.7	97.5	95.0	98.4	98.4	98.7

<sup>1</sup> Denotes that the program or service in the 2005-2006 Community Benefit Annual Report was supported by the CHRISTUS Fund.

## Community Building Blocks

Overall, 95.7 percent of students found the staff to be friendly and helpful and 96.4 percent of students reported being treated with care and concern. Seventy percent of students reported gaining new knowledge as a result of their visit to the health center.

Similarly, parents and teachers were pleased with the operation of the health centers and reported favorably on the care provided by physicians, nurse practitioners, social workers, nurses and other staff at the CHRISTUS SBHCs. Specifically, 89.3 percent reported receiving clear explanations of their child's illness or condition, and 94.6 percent felt that instructions for home care were easily understood.

About 94.6 percent of teachers reported that the health centers had a positive impact on the lives of students. Teachers also praised the careful attention to confidentiality observed by the staff, and the willingness of the staff to respond to teachers' concerns.

### *Federally Qualified Health Centers (FQHC).*

Obtaining grant money and building community services for the uninsured requires a significant amount of time and commitment on the part of many community partners. This year several of our CHRISTUS communities were grant recipients under the Texas Federally Qualified Health Center Incubator Grants program. Recipients of these funds have worked to create or expand access to primary health care and other services for the uninsured and underinsured in their communities, and include:

- Gulf Coast Health Center in Beaumont<sup>1</sup>.
- Shepherd's Community Health Center in Beeville.
- Brushland Clinic in Falfurrias.
- People's Clinic in Texarkana<sup>1</sup>.

**Collaboration Key to Building Federally Qualified Health Centers.** CHRISTUS Health Gulf Coast region is working with more than 170 public and private safety net health systems, coalitions, advocacy groups, and social service providers through Gateway to Care<sup>1</sup> to assist the approximately 1.09 million uninsured and the additional 500,000 underinsured residents in the Greater Houston area. The vision of Gateway to Care is to ensure that 100 percent of the uninsured and underinsured residents in Harris County, Texas, have access to health care. Recognizing that Harris County had far too few primary care services, Gateway to Care set a goal of facilitating the development of 11 additional FQHCs in the Houston area. Working with Gateway to Care, organizations like CHRISTUS Health Gulf Coast are helping to develop FQHCs with coordinated service systems that encompass mental health services, dental services and information management. The collaborative effort also assists member organizations in developing FQHC applications and works on the early stages of clinic development.

**CHRISTUS St. Michael Works with the Greater Texarkana People's Clinic.** Serving uninsured residents of Bowie County, Texas, and Miller County, Arkansas, the Greater Texarkana People's Clinic<sup>1</sup> (GTPC) expanded to a new facility in August 2005 and serves approximately 1,900 patients through acute and preventive health services. Led by the

## What Is A Federally Qualified Health Center (FQHC)?

An FQHC is a private, non-profit or public organization that receives grants from the U.S. Health Resources and Services Administration's Bureau of Primary Health Care. The community-owned and governed health centers bring community members together to improve the health status of local neighborhoods. Through collaboration, FQHCs link existing resources and develop new resources to provide primary and preventive health care services to persons in all stages of life.

The general types of health centers correspond to the streams under which they receive federal funding. An FQHC may be funded to provide care to communities, migrant populations, the homeless, residents of public housing or urban populations of Native Americans. Each health center is required to care for residents of its service area without regard to income or insurance status.

FQHCs derive operating income not only from federal grants, but also from Medicaid, Medicare, private insurance payments and state and local contributions. The centers help control medical costs associated with chronic disease and disability and lessen the use of hospital emergency rooms for non-emergency purposes.



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## Community Building Blocks

Texarkana Ministerial Alliance, a group of concerned citizens recognized the growing health care crisis in the community and developed the health care clinic to provide medical services at no cost to patients. A recent grant recipient of the Texas Federally Qualified Health Center Incubator Grants program, the Greater Texarkana People's Clinic is working to become an FQHC. This will allow the clinic to expand its services and increase collaborative agreements with other community providers to offer medical services not provided in-house, and establish a fee schedule for services that includes a sliding discount schedule based on the patient's income and size of family. The expansion of the clinic to full-time access will also lower unnecessary emergency department use, provide affordable medical services to the uninsured and serve as a community-based setting to train medical students and primary care residents.

### *Community Clinics.*

Many underserved populations in CHRISTUS Health communities have great difficulty accessing basic primary and preventative care. CHRISTUS Health plays a leading role in the communities we serve through support of community health clinics. The goal of these clinics is to provide essential health and social services while looking at ways to respond to increasing community needs.

**CHRISTUS Leads Public/Private Health Care Partnerships in Mexico.** CHRISTUS Muguerza is working with the city of Monterrey, Mexico, and the state of San Luis Potosí, Mexico, to deliver health care to individuals who lack private insurance. Servicios Comunitarios Adelaida Lafón<sup>1</sup> clinics have five locations that, in total, see nearly 500,000 visits each year.

Servicios Comunitarios Adelaida Lafón was established in honor of Doña Adelaida Lafón de Muguerza, who with her husband founded the CHRISTUS Muguerza Hospital. The Adelaida Lafón clinics provide primary and emergency medical care, educational programs, nutrition, mental health services, and dental services, as well as social work, physical rehabilitation, speech therapy, and day care services for children and seniors. The Adelaida Lafón clinics continue to collaborate with the state to open and operate clinics in the San Luis Potosí region, including Tampamolón and Huichihuayan.

Identifying an important problem in Mexico, CHRISTUS Muguerza formed medical and surgical brigades to travel to rural areas that lack physician specialists. Working through the Adelaida Lafón clinics, the brigades include general surgery, pediatrics, gynecology and ophthalmology. The dentistry brigade travels to rural locations every four months and remains there for more than 30 days to improve the oral health of the region's residents. A woman who had received treatment said, "I like to smile a lot, but I was ashamed because of my teeth. Now I can smile, and I even look pretty, which makes me feel better."

Realizing that the health of the community goes far beyond medical care, the Servicios Comunitarios Adelaida Lafón organizes activities to grow and strengthen the community. From education to sports activities, legal counseling, and spiritual development, the programs allow the clinics to reach out to all types of community members.



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## Community Building Blocks

During 2005, Servicios Comunitarios Adelaida Lafón developed a comprehensive telemedicine program to provide patients and staff at the rural clinics with immediate access to specialty physicians. The telemedicine program allows for prompt diagnosis and education and alleviates the burden of travel to Monterrey. In these rural and remote clinic locations, the program has had direct benefits for the individual patients and has strengthened the public health infrastructure.

**Collaboration Among Medical Community Supports Clinic for Underinsured Texarkana Children.** All For Kids Pediatric Clinic<sup>1</sup>, a result of a collaborative effort by CHRISTUS St. Michael Health System, Wadley Regional Medical Center, and the University of Arkansas for Medical Sciences Area Health Education Center-Southwest (UAMS AHEC-SW), opened in 2004 to serve some 3,400 underinsured children.

The All for Kids Pediatric Clinic operates Monday through Friday and sees an average of 60 patients each day, many of whom would otherwise go to local emergency rooms for non-emergency health care services. Staffed by two part-time physicians and two full-time pediatric nurse practitioners under the direction of the UAMS AHEC-SW, it is an important site for medical residents as well as a vital resource to the community.

**CHRISTUS Health Gulf Coast Region Supports Family Health Clinics.** By providing a medical home for those with little or no access to care, the CHRISTUS Health Gulf Coast region brings general health care, education and counseling to those in need and enables clients to become healthy and productive members of society. The CHRISTUS Southwest Community Health Center<sup>1</sup> provides services to recent immigrants who need health care and social resources in the Gulfton area of Houston and the surrounding region in a friendly, culturally-sensitive environment. Projected to see more than 38,000 medical visits and 14,000 non-medical visits in the coming year, the CHRISTUS Southwest Community Center has almost doubled its size since opening in 2001. Working with over 30 local community organizations, the clinic provides a welcoming place that takes care of a person's whole health – their physical, mental, social and psychological well-being.

Holy Family Clinic began as an extension of CHRISTUS Health Gulf Coast's Healthy Living Mobile Clinic as a way to provide care to the undocumented, uninsured and underinsured parishioners of Immaculate Heart of Mary Church. The clinic witnesses events every day that exemplify the healing work of God. One such event is recounted below.

*A Hispanic man visited the clinic and was diagnosed with diabetes. He was equipped and trained to treat his condition. Because of several factors over the next year, he went without care or medication. He eventually reappeared at Holy Family Clinic in an apparently drunken and disoriented state, but alcohol was not the problem – blood sugar was. He had begun to lose his sight as well as circulation to his extremities, and a prognosis of early death was almost assured. He was admitted to a CHRISTUS facility, and after treatment of his diabetic condition, he was educated on his need for daily control and a healthy lifestyle. Finally, thanks to assistance from a local television station and an eye clinic, the man's vision was restored.*



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## Community Building Blocks

Interventions like this are expensive and avoidable. To help reduce the frequency of this kind of care, CHRISTUS Health Gulf Coast established the Point of Light Clinic in Dickinson, Texas, and recently provided financial donations toward two clinics in Katy, Texas: Breath of Life Children's Clinic<sup>1</sup> and Christ Clinic<sup>1</sup>. These community clinics work to reduce the use of emergency rooms for non-emergency care while finding appropriate access to care for patients in need.



**CHRISTUS Santa Rosa Expands Family Resource Center.** CHRISTUS Santa Rosa Health Care System in San Antonio, Texas, recently saw a need to expand its Family Resource Center<sup>1</sup>. The center provides health screenings such as blood pressure, blood glucose and pregnancy testing to underserved populations in Bexar County, who otherwise lack access to basic health care services. To better identify pregnant women and ensure they receive the proper prenatal care, CHRISTUS Santa Rosa works closely with OB physicians as community partners and recently opened a second pregnancy testing center. The goal of the center is to provide pregnant women with a physician referral for their first prenatal visit within 48 hours of testing positive, pre-register them for delivery at CHRISTUS Santa Rosa, and assist them in completing their Medicaid application. This year the program provided 742 pregnancy tests with 21 percent of those testing positive. The program aims to increase the number of women in childbirth classes in the hopes of providing a full-service health program for mother and child.



**CHRISTUS Spohn Health System Provides Preventive Care through Gabbard Room.** Gabbard Memorial Health Room<sup>1</sup>, a division of Metro Ministries in Corpus Christi, Texas, provides primary and acute care to low-income and homeless individuals, treats minor conditions, and provides referral services. CHRISTUS Spohn Hospital Corpus Christi-Memorial provides volunteer medical care to clients of the health ministry through its Family Practice Residency Program. CHRISTUS Spohn's hope is to help Gabbard Room clients experience better health and become aware of additional stable medical homes available to them in the community. In addition to Gabbard Memorial Health Room, CHRISTUS Spohn Corpus Christi-Memorial manages four family health centers that serve as medical homes to many uninsured persons.



**Ubi Caritas Family Medical Clinic Serves South Beaumont.** Ubi Caritas Family Medical Clinic<sup>1</sup> serves over 6,000 indigent patients in medically underserved areas of Beaumont, Texas. With special emphasis on women and children, Ubi Caritas provides primary care, referral services and care management to its clients. The clinic also focuses on health education, offering classes that include smoking cessation, grandparents raising grandchildren, child discipline, and cooking on a budget. The clinic depends on collaboration with community partners to offer medical care to its clients, including working with CHRISTUS Hospital-St. Elizabeth to provide reduced-fee laboratory and x-ray services as well as biomedical engineering support. The hospital is also a referral source for the clinic. This year Ubi Caritas is expanding its primary care services and prescription assistance program in the hopes of reaching a larger client population.

## Community Building Blocks

### CARE PARTNERS

*Care Partners<sup>1</sup> utilizes community health workers (CHWs) to provide an individualized care plan that is coordinated, unduplicated, and designed to ensure cost-effective health outcomes.*

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In response to the rising number of medically uninsured individuals, their high utilization of emergency departments for primary care, and the high prevalence of chronic health conditions, CHRISTUS Health has collaborated with health care providers and community organizations in an effort to effectively and efficiently address the health care needs of the uninsured. These proactive activities and interventions improve access to health care, promote patient knowledge and behavior change, contribute to patients' improved health status and reduce emergency department visits for care that would be better delivered in community health centers or physician offices. Central to the program is the CHW.

**Health Care Access for All.** The CHRISTUS CarePartners program was launched in Central Louisiana and South Texas. CarePartners provides care management for the uninsured and underserved with focused outreach, health education, transportation, and case management. Plans are underway to expand the program to other communities served by the health system.

The program offers assistance with the coordination of basic health care services and access for adults ages 19 – 64 who meet the following guidelines:

- No health insurance and not eligible for government-sponsored or employee-sponsored health insurance.
- Limited household income.
- Chronic illness.

Each CHRISTUS CarePartners client works with a CHW to navigate the health care system and receive the medical/social services needed to live a healthier lifestyle.

CHRISTUS St. Frances Cabrini Hospital collaborated with Rapides Regional Medical Center to develop an advisory board as well as hire a coordinator and community care workers to launch the CarePartners program in Central Louisiana.

CHRISTUS Spohn Hospital-Kleberg and community partners, including Texas A&M – Kingsville, Community Action Corporation of South Texas<sup>1</sup>, and several local physicians, established the CHRISTUS CarePartners model in South Texas. As one grateful client recently wrote, "Thanks to CarePartners, I don't have to give up on life anymore." The community is providing the uninsured with hope.

### What Is A Community Health Worker (CHW)?

A community health worker typically shares racial and ethnic backgrounds, cultures, languages and life experiences with members of the communities in which they live and serve. The CHW provides information and support for the patient in the identification of concerns and problems as well as conducts a series of structured visits and follow-up phone calls. The CHW builds relationships with the patient and family, health care provider and the community.

CHWs effectively bridge socio-cultural barriers between community members and the health care system. CHWs work in clinics, homes, community centers, and the streets, successfully addressing some of the most difficult health problems of our time.



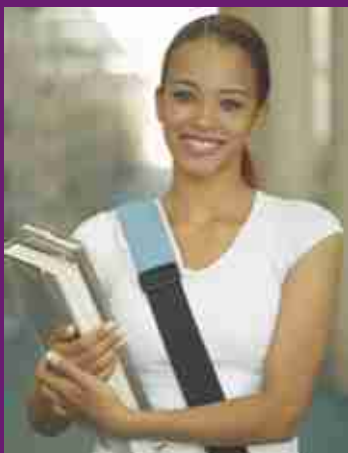
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## Community Building Blocks

*Sally, a 22-year old Hispanic woman, frequently went to the Emergency Department of CHRISTUS Spohn Hospital-Alice to seek treatment for life-threatening diabetic symptoms. She had been admitted to the hospital for similar treatment at least six times in the previous year. Many times, Sally's blood glucose was at near fatal levels.*

*Sally was enrolled in the CHRISTUS CarePartners program, and with the help of a community health worker, is taking control of her life and her diabetes. The CHW visited Sally and her family to discuss daily diabetes management, nutrition, and lifestyle changes that, if followed, would prevent her from needing emergency care and from being admitted to the hospital. She was also referred to a local community health center where she received counseling and treatment for depression.*

*Sally continues to work with her CHW and has not needed to visit the Emergency Department since. She has been referred to a prescription drug assistance program that helps her obtain insulin and other supplies that are essential to the effective management of diabetes. This, along with valuable instruction and support from CHRISTUS CarePartners, has helped Sally understand that having diabetes does not mean a life spent in crisis. Now empowered to take charge of her life, Sally is enrolled in a GED program and has the potential to live a full and healthy life with the support of an advocate, her CHW.*



# ACCESS



*for all*



## Community Building Blocks

### PHARMACEUTICAL ASSISTANCE

*Pharmaceutical Assistance programs help the uninsured and underinsured to obtain needed drugs through participating local pharmacists, and to qualify for free or reduced-cost programs offered by pharmaceutical companies.*

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It is sometimes difficult for patients to take their prescribed medications regularly because they either lack the money to pay for the prescriptions or they do not have a clear understanding of the need to take the medication. This continues to be a major barrier to effective health care for the uninsured and underinsured throughout the country. CHRISTUS Health is committed to work with other organizations in its communities to assist underinsured and uninsured patients in obtaining the prescriptions necessary to improve their health status and quality of life.

**East Texas Health Access Network Supports Pharmaceutical Assistance.** The East Texas Health Access Network<sup>1</sup> (ETHAN), working with CHRISTUS Jasper Memorial Hospital, created the RxMedConnection Prescription Assistance Program for underinsured and uninsured residents in Jasper, Newton, Sabine, San Augustine, and Tyler counties. ETHAN has successfully obtained free medications through the patient assistance programs of major pharmaceutical manufacturers, and community partners in the region have provided for the immediate medication needs of clients while their application in the RxMedConnection Program was being processed.

To ensure the sustainability of the prescription assistance program beyond the initial grant funding, ETHAN initiated a \$15 per client monthly processing fee to generate a revenue stream to support program activities.

**CHRISTUS Spohn Health System Supports Medication Assistance Programs.** The Open Arms and Thankful Hearts<sup>1</sup> (OATH) Program located in Beeville, Texas, serves 19 counties in South Texas. Patients with chronic health conditions often find it difficult to pay for prescribed medication, but OATH has successfully accessed medications for more than 16,000 clients and processed more than 150,000 applications. During the past year, an additional office was opened in Alice, Texas, with over 500 people receiving services from that location.



## Community Building Blocks

CHRISTUS Spohn also has collaborated closely with Corpus Christi's First United Methodist Rx Assistance Program<sup>1</sup> and St. Pius X Medication Assistance Program<sup>1</sup> to provide better access to pharmaceutical companies' medication programs for those without adequate insurance. These two programs are open on different days to make it more convenient for patients in need of help. First United Methodist Church provides access to 200-300 medications per month through patient assistance programs, and the St. Pius X Church Medication Assistance Program averages approximately \$6,000 in prescriptions monthly. CHRISTUS Spohn supports these prescription drug assistance programs through awareness in each of the health system's hospitals, and through grants.

**Central Louisiana Provides Medications and Medication Education.** Reaching eight parishes in the Central Louisiana area, Cenla Medication Access Program assists qualified individuals to obtain needed medication to improve chronic disease outcomes. In addition, Cenla provides education programs to teach patients about the importance of appropriate medication usage. Since the program opened, more than 8,000 clients have enrolled, and the pharmacy has dispensed over 480,000 prescriptions. With 200 physicians participating, Cenla Medication Access also aids physicians' offices in enrolling their patients in manufacturers' prescription drug benefit programs.



<sup>1</sup>Denotes that the program or service in the 2005-2006 Community Benefit Annual Report was supported by the CHRISTUS Fund.

## Community Building Blocks

### WELLNESS AND PREVENTION

*Wellness and Prevention are services that focus on promotion or maintenance of good health rather than correction of poor health.*

*Wellness programs often offer regular screening clinics for blood pressure and other health issues, and health education.*

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From partnering with local ministries to improve the health of teenagers who are pregnant, to coordinating flu shot programs at more than 160 community sites, to expanding pediatric mobile health services so that health care can come to low-income neighborhoods, CHRISTUS Health is committed to the prevention of disease and the overall wellness of those who are underserved in our communities, and lack access to basic health care services.

**For the Health and Wellness of Young Mothers.** In 2005, CHRISTUS Health Utah and Holy Cross Ministries<sup>1</sup> (HCM) created a Hispanic Teen Pregnancy Program to help young people who suffer long-term disadvantages of early pregnancies, and to promote wellness for pregnant teens and their unborn children.

*Amalia is a determined young woman who, thankful for the support she received through Holy Cross Ministries, wants to give back to the community. Amalia joined Holy Cross Ministries' teen pregnancy support group in October 2005. She completed the pre-natal classes and was given a kit with the basic necessities for her new baby – blankets, diapers, a knitted sweater with a matching cap and a car seat. Amalia learned how to better plan and manage her time while making good choices for herself and her new baby. HCM provided promotoras (community health workers who act as a bilingual liaison between the patient and the health care system) to Amalia and her family. The promotoras monitored Amalia's health, gave instruction on pregnancy and pre-natal care, and visited Amalia's home to prepare the teen and her family for the baby's arrival. The focus of the home visits was to talk about the family's strengths in meeting the new challenge in their lives. Together they discussed the logistics of who would care for the child, how Amalia could finish high school and still attend college, and other concerns. After she delivered her baby in March 2006, she graduated from high school and plans to attend the University of Utah in the fall. Today, Amalia is ready to volunteer with HCM so that she can share her story in the teen pregnancy support groups and help others complete school and continue their learning through higher education.*



**CHRISTUS Visiting Nurse Association (VNA) Provides Immunizations.** Realizing the need to immunize specific groups such as the elderly and the disabled, CHRISTUS VNA has provided vaccination delivery to the Houston community since its inception. In 2005, CHRISTUS VNA administered 10,371 flu shots and 1,620 pneumonia and 110 tetanus vaccines to over 160 communities in the Houston Metropolitan Area. When a flu vaccination shortage caused public concern in the fall, CHRISTUS VNA worked with a local news station to provide flu vaccinations to families in need. As the CHRISTUS VNA vaccination program continues, it seeks to

## Community Building Blocks

improve community education and awareness of the need for immunization and to deliver vaccines to even more communities each year while increasing the number of CHRISTUS Associates who receive flu vaccinations. CHRISTUS VNA is committed to improving the overall health and wellness of the community and our own employees through these prevention programs.

**CHRISTUS Schumpert Expands Care Caddy.** In a collaborative effort, CHRISTUS Schumpert Health System, the Hal Sutton Foundation, and LSU Health Sciences Center created the Care Caddy<sup>1</sup> mobile health clinic for kids. The initial service area included four Shreveport-Bossier neighborhoods where access to care is hindered by poverty, lack of transportation, and other socio-economic issues. In 2005, CHRISTUS Schumpert expanded the neighborhood mobile clinic to include Shreveport-Bossier Housing Authority sites. The kids' health clinic on wheels is staffed by a full-time nurse and nursing assistants, and is supervised by a physician. Children in Allendale, Cedar Grove, Highland and Barksdale Annex neighborhoods, as well as all Shreveport-Bossier Housing Authority sites, are now able to receive basic preventative services such as physical exams, screenings and immunizations. In addition, the clinic treats minor conditions and assists families with applications for LaCHIP, a no-cost health insurance program for children in Louisiana. The Care Caddy team also provides after-school health education programs on topics such as dental/personal hygiene, knowing your body, self breast exams, and manners/attitudes. In the coming year, the Care Caddy will expand services to Oak Park Elementary and Bethune Middle School in order to provide a school-based health center.

**Family Road Program Focuses on Enriching and Empowering Lives.** From home safety, budgeting and financial management to parenting skills, job training and literacy, the Family Road Program<sup>1</sup> at CHRISTUS Southwest Community Health Center in Houston provides a one-stop resource for clients to access a multitude of community-based agencies. The main goal of the Family Road is to build healthier, stronger, and more independent families. The program promotes health prevention and education and provides access to and knowledge of community resources, as well as educational opportunities for advancement and empowerment.

Within a village-like setting, the Family Road program moves participants along a "road" to receive hands-on instruction and learn practical skills related to banking, shopping, apartment living, and driving. Serving 15,000 this past year, Family Road has had great success with its Literacy Program, which includes Spanish literacy, English as a second language and GED preparation classes. The transformation of clients after completing a literacy class is impressive. Insecure, quiet individuals graduate from the class with more confidence and willingness to seek out conversation. One recent graduate of the Spanish literacy class said, "I don't have to go to my neighbor's house anymore to beg them to read me my mail. I can do it myself."



<sup>1</sup> Denotes that the program or service in the 2005-2006 Community Benefit Annual Report was supported by the CHRISTUS Fund.

## Community Building Blocks

### ENROLLMENT

*Enrollment programs register individuals in insurance programs, such as Medicaid, Children's Health Insurance Programs (CHIP) and other social services.*

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CHRISTUS Health believes that everyone deserves access to affordable health care. CHRISTUS facilities throughout Texas and Louisiana work to increase enrollment in federal and state programs that provide access to primary and preventive health care services to those without insurance coverage.

#### **CHRISTUS St. Frances Cabrini Hospital Improves Children's Health Through LaCHIP.**

CHRISTUS St. Frances Cabrini Hospital in collaboration with Agenda for Children, works to identify families with uninsured, eligible children to enroll in the Louisiana Children's Health Insurance Program<sup>1</sup> (LaCHIP). The outreach program to reduce the number of uninsured children in the state is working – Central Louisiana now ranks the lowest in the state for the number of uninsured residents under the age of 19. Servicing more than 29 parish regions in Central Louisiana, the program has expanded its outreach in the Acadiana, Northwest and Southwest regions of Louisiana. The importance of preserving the LaCHIP program and enrollment of eligible children in these programs cannot be underestimated. Health coverage for children is linked to education and therefore linked to alleviating poverty.

*Fran and Tereal Calvet, owners of the Alexandria Beauty Academy, understand firsthand the benefits that LaCHIP provides to families. The couple is raising their great-grandson Skyler, and was pleased to discover that as grandparents, their income would not be counted to determine Skyler's eligibility for LaCHIP. Since receiving benefits from the program, the Calvets realized that many of their students and customers at the Beauty Academy may also benefit from the state program. Information about LaCHIP is now available to their customers and their students. Fran says it's a win-win situation. "It's hard for our students to focus when they are worried about a sick child. When our students' children are enrolled in LaCHIP and know their medical bills will be paid, they are able to perform better and are more likely to complete their training."*



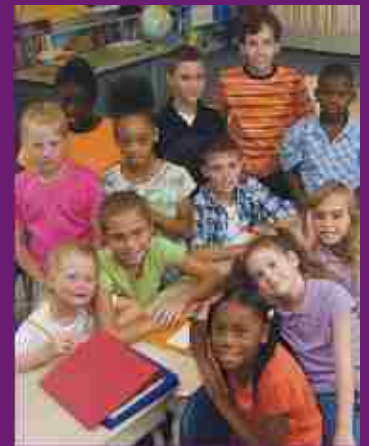
**CHRISTUS Santa Rosa Assists Patients in Enrollment.** Realizing a need in Bexar County to increase enrollment<sup>1</sup> in Medicaid, Medicare or other health care support programs for uninsured children, a community-wide coalition called Healthcare for Every Child was formed. CHRISTUS Santa Rosa is a member of this coalition, as are many health care providers in the community. The United Way and Catholic Charities of Bexar County provide administrative and financial oversight. Each coalition member agrees to designate one person in their organization to manage CHIP and Medicaid enrollment so that it is a coordinated effort.

## Community Building Blocks



Since joining the coalition, CHRISTUS Santa Rosa works with departments in the health system to better identify those who are medically underserved. As these individuals come to the hospital for care, they are provided assistance to apply for government programs. The initiative also extends beyond hospital walls with advocacy representatives who focus on a broad range of community enrollment activities planned and sponsored by CHRISTUS Santa Rosa. From working with a family of a two-year old with leukemia to help them quickly obtain Medicaid coverage, to assisting a mother of six who had recently been diagnosed with breast cancer in obtaining coverage for herself, CHRISTUS Santa Rosa is committed to provide access to and enroll residents in eligible health programs in order to better serve the San Antonio community.

**Southeast Texas Working to Insure Children.** Beaumont Independent School District's Insure-A-Kid<sup>1</sup> program focuses on reducing the number of uninsured children in Jefferson County, Texas, by identifying and linking these students to health coverage. With the help of community partners like CHRISTUS Hospital, the program offers assistance to parents with applications for Children's Medicaid and CHIP health insurance. Education and outreach activities are centered around educating parents on the necessity of having health insurance for their children for a healthier lifestyle. Since its inception, the program has insured 15 percent of the school district's uninsured students. Realizing that a healthier child is more able to learn and miss fewer days of school, parents who have enrolled their children in insurance programs are confident knowing their children will receive the preventive care necessary to live healthier lives.



<sup>1</sup> Denotes that the program or service in the 2005-2006 Community Benefit Annual Report was supported by the CHRISTUS Fund.

## Community Building Blocks

### DIAGNOSTIC SERVICES

*Diagnostic Services provide lab tests and other care that may help analyze or detect diseases or other medical conditions for uninsured patients.*

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Some of us may take the ability to access diagnostic care and prevention for granted, but for the many uninsured and underserved people in our communities, access to this type of care is usually not available. CHRISTUS Health is committed to changing that by partnering with other health organizations to provide mobile clinics that go to low-income neighborhoods to diagnose diseases such as cancer and heart disease. Early detection is the key to keeping our communities healthy.

#### **CHRISTUS Santa Rosa Drives Mammography Access to Women in Need.**

Cancer is the leading cause of death in Bexar County, where CHRISTUS Santa Rosa Health Care is located. Studies show that 30 percent of the women in Bexar County over the age of 50 have not had a mammogram or breast exam as recommended. In 2005, CHRISTUS Santa Rosa introduced a new service that makes it possible for uninsured and underserved women, as well as working women in the Greater San Antonio area, to receive mammograms. The only mobile mammography unit in the city, the CHRISTUS Santa Rosa Mobile Mammography Unit<sup>1</sup> (MMU) performed 1,800 mammograms in the past year. The MMU travels throughout Bexar County and eight neighboring counties, providing breast health services with rapid reading times for patients receiving mammograms. Follow-up medical care for those with positive findings is provided through the San Antonio Metropolitan Health District's public health clinics.



#### **CHRISTUS Spohn Helps Women Win the Fight Against Breast Cancer.**

First Friday was created in 1994 by a small group of local women who pooled their talent and energy to fight breast cancer in South Texas. With proceeds from annual fundraising events and contributions from CHRISTUS Spohn Health System, First Friday has underwritten thousands of mammograms over the past 12 years.

As a First Friday partner, CHRISTUS Spohn Health System's Breast Care Program provides community outreach programs that focus on breast cancer awareness and early detection while emphasizing education. All CHRISTUS Spohn Hospitals (Alice, Beeville, Kleberg) including CHRISTUS Spohn Hospital Corpus Christi (Memorial, South and Shoreline campuses) participate in the First Friday free mammogram program. The unique relationship between First Friday volunteers and CHRISTUS Spohn Health System has made it the foremost breast cancer awareness program in South Texas.

colla

A healthcare professional in blue scrubs is smiling and comforting a patient in a white hospital gown with a blue pattern. They are standing in a laboratory or clinical setting, with a piece of medical equipment visible in the background. The word "laborate" is written in a white, cursive font across the bottom of the image.

laborate



## Community Building Blocks

### ORAL HEALTH

*Oral Health is the collaboration with local dentists and health centers to provide preventative and acute dental services to those who might not otherwise receive such care.*

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#### **CHRISTUS Health Central Louisiana Provides Access to Oral Health Care.**

Uninsured children are 2.5 times less likely than insured children to receive proper dental care. The Dental Clinic at CHRISTUS Coushatta Health Care Center<sup>1</sup> in Coushatta, La., was created to address the widespread health and dental issues facing the area's children, including rampant tooth decay and gum disease discovered in four- and five-year-olds.

The Dental Clinic is the only clinic attempting to address the overwhelming oral health needs in Red River and surrounding parishes. CHRISTUS Coushatta's goal is to institute a community-wide dental hygiene education program and to provide underserved children access to oral health care.

With 2,800 children on Medicaid in Red River, 320 children enrolled in LaCHIP, and 829 uninsured children, a major effort of the Dental Clinic staff is to provide dental hygiene instruction to all children and to enroll uninsured children into some type of health insurance program. The clinic serves nearly 1,000 children a year, and hopes to increase that number to 1,200 children in the next nine months. With a focus on decreasing the number of cavities in children while increasing oral health education awareness, CHRISTUS Coushatta Health Care Center is also working to implement the American Dental Association's Smile Smarts program for preschool through eighth grade students.



### DISEASE MANAGEMENT

*Disease Management is the systematic process of managing the care of patients with specific diseases or conditions (particularly chronic conditions) across the spectrum of outpatient, inpatient and ancillary services. The purposes of disease management may include: reduction in acute episodes, hospitalizations, variations in care, improvement of health outcomes, and reduction in costs.*

CHRISTUS Health believes that management of chronic disease involves education, support, and access to proper care. Throughout our communities, we continue to focus on finding innovative solutions and programs that are designed to assist underserved populations in managing their health and learning to take control of their disease for healthy living.

**CHRISTUS Southwest Community Health Center Working to Manage Diabetes.** As the sixth leading cause of morbidity and mortality in the United States, diabetes has an increased prevalence in Hispanic populations. At CHRISTUS Southwest Community Health Center (CSWCHC), almost half of the patients visiting the clinic each year have diabetes-related illnesses. The family practice physician, nurse and patient educator at CSWCHC developed a model for shared medical appointments for diabetics. The shared visits provide patients with a place to learn about their disease and how to control it to prevent complications. The educational sessions encourage group discussions and foster supportive relationships between participants. The program is conducted in a culturally sensitive manner to teach patients to take control of their own health.

The program has been successful in helping immigrant populations learn more about the disease and using peer support and pressure to better control the disease. Realizing that this population has very little support at home in regard to proper diet and exercise, the medical group visits provide a network to assist patients in living healthier lives. The smiles and gratitude, as well as the change in laboratory results, are affirmations of the success of the program. Participants take the information about diabetes and self-care to others in their community, and those neighbors bring their loved ones to the clinic and ask when they will be able to join the group medical visit program.

**Arkansas and Texas Collaborate for Disease Prevention.** The University of Arkansas for Medical Sciences Area Health Education Center – Southwest (UAMS/AHEC-SW) in collaboration with CHRISTUS St. Michael Health System, the American Heart Association, Arkansas Department for Health and Human Services, and St. Barbara's Catholic Church have increased access to preventive heart health services and health information to minority populations in Northeast Texas and Southwest Arkansas through HeartWatch<sup>1</sup>.

HeartWatch is a network for disease prevention that utilizes health educators and community health workers to provide education to underserved populations. The focus of the bilingual program is to reduce risk factors related to hypertension, heart disease, stroke, diabetes, obesity, and tobacco use. HeartWatch also serves as a referral network of community health and social service providers to increase access to basic health care.



<sup>1</sup> Denotes that the program or service in the 2005-2006 Community Benefit Annual Report was supported by the CHRISTUS Fund.

## Community Building Blocks

### DURABLE MEDICAL GOODS

*Durable Medical Goods programs provide medical equipment and consumable medical supplies for free or at a reduced cost for uninsured patients.*

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Many individuals in CHRISTUS communities have little or no income for costly medical equipment and supplies to assist in recovery and rehabilitation from an illness or accident. To help those in need find the necessary equipment to live better lives, CHRISTUS Health supports organizations in our community that provide medical supplies and equipment

#### **CHRISTUS Santa Rosa and Project Mend Help People Live Independently.**

From premature infants needing ventilators to children needing medical beds and wheelchairs, to an adult needing a prosthesis or consumable supply such as diapers or protein shakes, Project Mend<sup>1</sup> has provided durable medical goods free of charge to low-income San Antonio residents.

Requiring only a prescription, Project Mend loans medical items for as long as they are needed. The equipment donated to Project Mend is evaluated, sanitized, repaired, and put into inventory. A social worker conducts in-home counseling and advocates on behalf of the client. A special needs fund helps clients obtain specialized or fitted medical equipment, which supports the mission of the program – to increase a person’s mobility and independence and allow them to remain contributing members of their family and community.

#### **Beeville Vineyard Provides Medical/Non-Medical Supplies to South Texans.**

Funded entirely through donations from churches, individuals, businesses and organizations such as CHRISTUS Spohn, Beeville Vineyard<sup>1</sup> provides supplies to meet dire emergency needs in South Texas. From clothing, furniture, and household items to medical supplies, equipment and prescriptions drugs, the organization focuses on the underserved in the community. In addition, Beeville Vineyard’s Career Corner provides office-appropriate clothing, uniforms, GED fees, car repairs, and fuel to help clients gain employment. An average of 30 volunteers provide assistance for the program and donate 500 hours a month to fulfill clients’ needs while providing an environment that feeds the soul. The organization works closely with CHRISTUS Spohn Hospital-Beeville to coordinate and collaborate on patient’s personal needs upon discharge. CHRISTUS Spohn Associates also provide donations for the Vineyard and organize projects to collect food, toiletry items and other medical resources.



## Community Building Blocks

### REFERRAL SYSTEMS

*Referral Systems provide a centralized information source for community resources as well as medical and social services.*

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Referral systems assist in locating an air conditioner or fan, provide local support groups for cancer patients, and identify the need for prescription drug assistance programs or social security benefits, thereby connecting individuals in need with the social and health resources necessary to improve community health. In collaborating with community resources, CHRISTUS Health assists in funding these centralized services in an effort to reduce duplicative services and increase our effectiveness in the communities we serve.

**Southwest Louisiana Helps People One Call at a Time.** Dialing 211 or logging onto [www.310info.org](http://www.310info.org)<sup>1</sup> is often the first step to gain information about health care and social services for many residents in Southwest Louisiana. This program is a valuable asset to bring people and resources together for healthier communities.

The system is a centralized, consolidated center to provide information and referral services, connecting people with more than 2,000 resources available to the community. Sources of assistance include government agencies, local crisis centers, support groups, medical and dental care, legal counseling, spiritual services and civic/community development. The center serves the parishes of Allen, Beauregard, Calcasieu, Cameron, Jeff Davis, Rapides, and Vernon. CHRISTUS St. Patrick Hospital supports the collaboration through funding and assistance in the growth and maintenance of the information database.

*A Hurricane Katrina evacuee from New Orleans who had relocated to Lake Charles, La., recently contacted the 211 Call Center. The caller explained that he was barely holding down employment, could not seem to make ends meet, and desperately needed to fill his antibiotic medication for a severe infection. Since this was not a life sustaining medication, it was difficult to find providers to assist in the purchase of the medication. After several advocacy intervention calls to multiple providers, the call center found two providers who agreed to split the cost of the medication. This referral allowed the man to receive the assistance he needed and to focus his attention on finding a job to support his family.*

**Northwest Louisiana Benefits from Centerpoint.** In Shreveport-Bossier, the Centerpoint<sup>1</sup> Website ([www.centerpt.org](http://www.centerpt.org)) was developed to serve as an online source of information for services in Northwest Louisiana. Specializing in assessment, referral and case management, Centerpoint assists in coordination and collaboration for individuals and groups interested in the improvement of social service delivery, and offers avenues for communication and information sharing among services providers, including CHRISTUS Schumpert Health System.



<sup>1</sup> Denotes that the program or service in the 2005-2006 Community Benefit Annual Report was supported by the CHRISTUS Fund.

## Community Building Blocks

### INFORMATION MANAGEMENT SYSTEMS

*Information Management Systems enable health and community service providers to share relevant patient information in a secure manner, coordinate the delivery of services, and monitor/evaluate the performance and cost effectiveness of the delivery of health care.*

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CHRISTUS Health continues to find new ways to increase access to care for the uninsured through collaboration with local health care providers and partners. CHRISTUS and other community partners recently launched new initiatives in San Antonio and Corpus Christi, Texas, to support the development of information management infrastructures for the delivery of coordinated and cost-effective health care. The information management systems give health care providers electronic access to a patient's health information, and are a secure means for open communication in regard to the care a patient receives.



#### **CHRISTUS Spohn Health System Collaborates with Community to Build Interactive Community Website.**

CHRISTUS Spohn Health System<sup>1</sup> is working with the City of Corpus Christi to connect paramedics in the field with the emergency department to transmit patient data, while CHRISTUS Spohn Hospitals in Kingsville and Alice work with community partners to coordinate care for the uninsured. The next phase of this initiative is to work with CHRISTUS Health Information Management to develop an interactive community Website called Corpus Christi Health Information Exchange. The site will allow clinicians and other care providers to view an individual's health information in real time, where and when it is needed. The hope is that this will reduce the duplication of tests and procedures and provide a complete knowledge of the individual's medical history for a more complete diagnosis. Designed to give users a better understanding of their unique health care needs, the project will also improve communication, health literacy, and health status of individuals through an interactive online support community.

#### **CHRISTUS Santa Rosa Health Care Works with Access to Care for the Uninsured.**

Access to Care for the Uninsured<sup>1</sup> (ACU) in San Antonio was formed in 2005 as a health care consortium serving the medically uninsured in Bexar County. The ACU focuses on the exchange of information among health care providers and uses Internet technology to improve health care delivery and quality of care. The consortium is comprised of all the major public and private health care organizations that serve the county. This year ACU will develop a shared network system that links health care resources to consumers. The network will offer patients' easier and more rapid access to services, enable providers to share information to improve continuity of care, and create mechanisms that allow providers to be more cost-effective. The overall goal of the project is to improve health care delivery and quality of care for the uninsured in San Antonio.



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<sup>1</sup>Denotes that the program or service in the 2005-2006 Community Benefit Annual Report was supported by the CHRISTUS Fund.



communication

## CHRISTUS Community Direct Investment (CDI)

### BUILDING COMMUNITIES THROUGH AFFORDABLE HOUSING.

*The CHRISTUS Community Direct Investment (CDI) program was established to demonstrate commitment to promoting the total health of the community through the use of direct loans and economically linked deposits. The CDI program helps non-profits fulfill their mission of providing access to affordable housing, as well as wealth creation for individuals and families with limited financial means.*

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Today, the challenge of building stronger, healthier communities is greater than ever. The destructive impacts that Hurricanes Katrina and Rita had on many of the communities that CHRISTUS Health serves only created a larger need to be filled by government and philanthropic organizations. Along with these organizations, the CDI program is working to bridge the gap between the needs of the working class and the short supply of affordable housing stock that remains in the hurricane-damaged communities.

**Affordable Housing.** Andrea Haynes, a CHRISTUS Health Associate, recently became a homeowner through the efforts of the CDI program when she purchased her home in Port Arthur, Texas. Hurricane Rita made landfall just east of Port Arthur, and nearly a year later the evidence of the storm is still visible, with many homes still covered by blue FEMA tarps. The new home built by the Southeast Texas Community Development Corporation gives hope to the community that Port Arthur is still a place to call home, and to the possibility of a bright future with new affordable housing taking the place of the homes destroyed by Hurricane Rita.

Since its inception, the CDI program has helped create or preserve over 1,265 affordable housing units, with 285 of those occurring in fiscal year 2006.

**Micro Lending.** These programs provide credit to small businesses and entrepreneurs that do not have access to loans from commercial sources. Micro loans strengthen businesses, stabilize and increase incomes, create additional employment, and contribute to the economic revitalization of communities. The CDI program also focuses on bringing more micro lending opportunities to the regions served by CHRISTUS Health. With the relocation of thousands of families to Texas, many have not found existing jobs and have decided to create their own opportunities. The CHRISTUS Fund provided a \$50,000 grant to ACCION Texas<sup>1</sup> for the Bounce Back Fund, which provides small business loans to people affected by the 2005 hurricanes. This grant from the CHRISTUS Fund helps to leverage another \$600,000 in loans from the CDI program to further assist ACCION's efforts in building wealth for low and moderate income entrepreneurs. To date, over 200 full time jobs have been created.



## CHRISTUS Community Direct Investment (CDI)



**Community Development.** In fiscal year 2006, CHRISTUS Health continued its progress in helping build the capacity of non-profit service providers to the underserved. The CDI program made its largest Economically Linked Deposit (ELD) to date, with a \$2.5 million investment benefiting the Nueces County Community Action Agency (NCCAA).

The ELD investment significantly reduces the interest costs for NCCAA on a loan used to purchase a building which is now serving as the agency's headquarters. The 13,364-square-foot building is bringing services including housing, weatherization, comprehensive energy assistance, rural rental assistance, emergency food and shelter, and the administration of their Head Start Program under one roof.

The previous year's loan made to Catholic Charities of San Antonio for the purchase of their new headquarters also consolidated several services into one building, giving them a more recognizable identity in the community and allowing them to raise funds more effectively and run their programs more efficiently.

These two projects created over 65,000-square-feet of office space that is used to provide community development services ranging from food pantries to homebuyer education for potential first time homeowners.

To date, the CDI program has made over \$21 million in loans to support the work that our non-profit partners have accomplished.

Please refer to the following table for a summary of the CDI loan portfolio as of June 30, 2006.

### CDI COMMITMENTS BY REGION – JUNE 2006

REGION	# OF INVESTMENTS	\$ IN 000s
Central Louisiana	1	100
Gulf Coast	4	1,275
Northern Louisiana	1	750
Santa Rosa	4	4,200
Southeast Texas	2	438
Southwest Louisiana	2	70
Spohn	1	2,700
Outside of CHRISTUS Regions	3	1,850
<b>TOTAL</b>		<b>11,383</b>







COMPASSION

## CHRISTUS Advocacy and Public Policy

### IMPROVING HEALTHCARE ACCESS AND QUALITY OF HEALTH.

*To strengthen CHRISTUS Health's commitment to delivering high-quality, accessible care to all while creating healthier communities, CHRISTUS Health Advocacy and Public Policy was created to enhance the public's awareness of those matters relevant to the design and delivery of health services.*

The Advocacy and Public Policy team consists of Associates from each CHRISTUS Health region and entity and monitors legislative and regulatory efforts at the federal, state and local levels, and provides information to key corporate officers and other individuals at each CHRISTUS facility. CHRISTUS Health Advocacy and Public Policy works with legislators, associations, and the public to support our commitment to community, charity and quality. Through the efforts of this team, CHRISTUS has significantly increased its visibility and leadership in shaping public policy.

As Hurricane Rita threatened the coastal areas of Texas and Louisiana, the CHRISTUS Health Advocacy and Public Policy team worked with members of Congress to arrange military air transport to evacuate CHRISTUS St. Patrick Hospital in Lake, Charles, Louisiana and CHRISTUS Hospital – St. Elizabeth in Beaumont, Texas. In the weeks, following, the advocacy team worked to return individuals and families to their homes while continuing to aid survivors and restore healthcare services to the region.

In the aftermath of Hurricanes Katrina and Rita, CHRISTUS Health advocated for a partnership between government and hospitals to expedite aid and support to people affected by the hurricanes while helping hospitals to recover so that they could prepare for future crises and continue vital community and healthcare services. To achieve this, CHRISTUS proposed:

- Streamlined procedures to quickly enroll people in need for Medicaid,
- Accelerated reimbursement to cover the high costs and increasing needs of hurricane victims, and
- Fair compensation to states taking in evacuees for all costs of treating the injured and displaced.

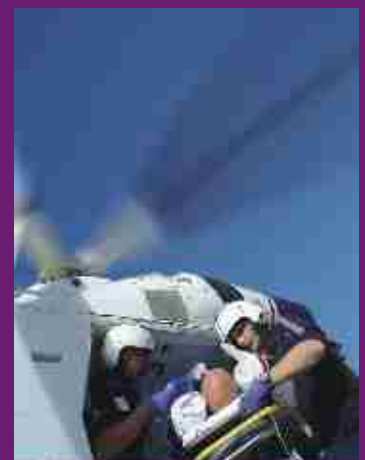
**The CHRISTUS Fund Provides Long Term Recovery Funds.** To aid in the massive recovery process following Hurricanes Katrina and Rita, the CHRISTUS Fund committed to matching each dollar – with no maximum limit – donated to CHRISTUS Health by Associates and Friends of CHRISTUS Health. More than \$900,000 in donations and matching funds was collected to create the CHRISTUS Fund Hurricane Recovery Initiative. Working with local chapters of Catholic Charities, the CHRISTUS Fund has made these funds available to affected regions to support new home construction and direct services to victims of the storms as well as support for educational programs targeted at rebuilding the workforce in areas left depleted when so many evacuated.

In addition to CHRISTUS Fund grants targeted at long-term recovery in the community, CHRISTUS Health pledged a total of \$3.5 million to help Associates and their families who were affected by either Hurricane Katrina or Rita. These funds were made available to eligible Associates in the form of grants of up to \$1,000.

### CHRISTUS Health In Action

In the hours before landfall of Hurricane Rita:

- 568 patients were safely evacuated from CHRISTUS facilities.
- 678 evacuated patients were admitted to CHRISTUS facilities from other hospitals both within and outside the CHRISTUS system.
- 1,079 victims of the storm were treated in CHRISTUS emergency departments and outpatient centers.
- Thousands were treated by CHRISTUS staff in emergency shelters.



## A Synopsis of Community Benefit in Fiscal Year 2006

**Continuing The Mission Through Building Healthier Communities.** CHRISTUS Health continues its commitment to offer the highest quality healthcare services for all, even as the economy continues to negatively impact health insurance coverage and family incomes. Texas and Louisiana lead the nation in percent uninsured.

### THE UNINSURED “AT A GLANCE” IN TEXAS AND LOUISIANA

	Percent Uninsured	Percent of Uninsured Employed Full or Part Time	Percent of Uninsured Who Are U.S. Citizens	Percent Who Earn Less Than 200% of Federal Poverty Level	Percent Who Have Not Earned a High School Diploma
Texas	25	79	76	67	25
Louisiana	20	69	99	41	19

In the face of these statistics, CHRISTUS Health continues on its Journey to Excellence by addressing the many challenges facing our industry; CHRISTUS is improving access to health care through many of the innovative solutions which are described in this report.

CHRISTUS Health follows the Catholic Health Association (CHA) guidelines for reporting community benefit; for hospitals in Texas, CHRISTUS also reports to the State of Texas, following state regulations.

**Charity Care** is defined as the unpaid cost of medical services provided to the uninsured and underinsured. During fiscal year 2006, CHRISTUS provided more than \$248 million in Charity Care, an increase of 8.7 percent from fiscal year 2005. Of this amount, **Unpaid Government Indigent Care**, predominately Medicaid, is more than \$91 million of unpaid costs for FY2006, an increase of 3.2 percent from the prior year.

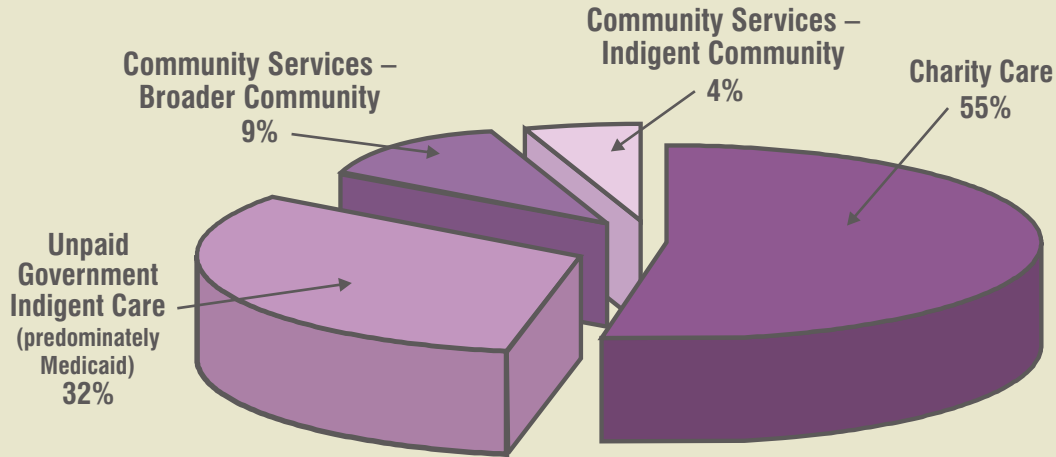
CHRISTUS Health also contributed more than \$37 million in **Community Services** to the communities we serve in FY2006. Thus, CHRISTUS Health provided more than \$286 million in total community benefits, which is 11.2 percent of Net Patient Revenue in fiscal year 2006. This equates to more than \$784,000 a day in community benefits.

In addition, cost of **Unpaid Government Sponsored Programs**, mostly Medicare, is reported to the State of Texas following the State’s Community Benefit reporting requirements. This year the amount for our health system was more than \$251 million or 9.8 percent of CHRISTUS’ Net Patient Revenue. In accordance with CHA Guidelines, CHRISTUS Health does not include this amount in reports of community benefit provided to other agencies.



## A Synopsis of Community Benefit in FY2006

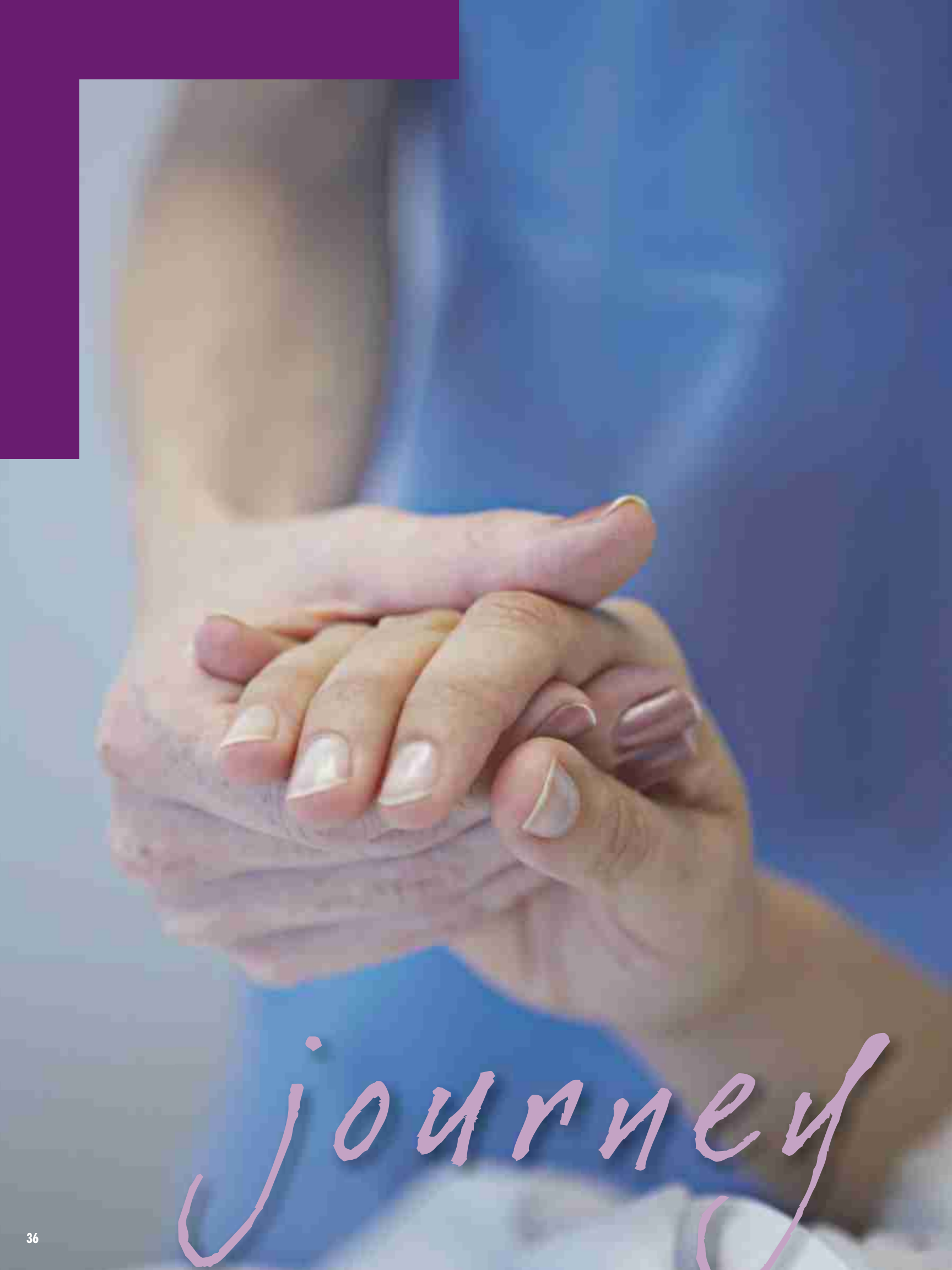
### CHRISTUS HEALTH FY2006 CHARITY CARE AND COMMUNITY SERVICES



### CHRISTUS HEALTH COMMUNITY BENEFIT FY2005 vs FY2006

	YEAR ENDED 06/30/05		YEAR ENDED 6/30/06	
	UNPAID COSTS \$	AS A % OF NPR*	UNPAID COSTS \$	AS A % OF NPR*
<b>CHARITY CARE</b>				
Charity Care	139,698,657	5.9	156,718,204	6.1
Unpaid Government Indigent Care (predominately Medicaid)	88,939,510	3.7	91,801,955	3.6
<b>Charity Care Subtotal</b>	<b>228,638,167</b>	<b>9.5</b>	<b>248,520,159</b>	<b>9.7</b>
<b>COMMUNITY SERVICES</b>				
<b>Total Community Benefit As Per CHA Guidelines</b>	<b>39,527,022</b>	<b>1.6</b>	<b>37,813,017</b>	<b>1.5</b>
<b>Total Community Benefit Plus Unpaid Medicare Costs Per State Of Texas Rules</b>	<b>268,165,189</b>	<b>11.2</b>	<b>286,333,176</b>	<b>11.2</b>
UNPAID GOVERNMENT PROGRAMS (predominately Medicare)	224,906,982	9.5	251,297,988	9.8
<b>Total Community Benefit Plus Unpaid Medicare Costs Per State Of Texas Rules</b>	<b>493,072,171</b>	<b>20.5</b>	<b>537,631,164</b>	<b>21.0</b>
<b>NET PATIENT REVENUE (NPR)*</b>	<b>2,402,221,345</b>		<b>2,565,886,799</b>	

\*Includes Hospitals' Net Patient Revenues, Medical Group Net Patient Revenue, and Capitation Revenue.



*journey*

*Our Mission*  
**WHY WE EXIST.**

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To extend the healing ministry of Jesus Christ.

*Our Core Values*  
**WHAT WE BELIEVE IN.**

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**DIGNITY** Respect for the worth of every person with special concern for the poor and underserved.

**INTEGRITY** Honesty, justice, and consistency in all relationships.

**EXCELLENCE** High standards of service and performance.

**COMPASSION** Service in a spirit of empathy, love, and concern.

**STEWARDSHIP** Wise and just use of talents and resources in a collaborative manner.

*Our Vision*  
**WHAT WE ARE STRIVING TO DO.**

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**THE VISION OF CHRISTUS HEALTH**, a Catholic, faith-based ministry, is to be a leader and advocate in creating exemplary health care services, processes, and structures that improve the health of individuals and of local and global communities so that all may experience God's healing presence and love.

*Our Name and Symbol*  
**WHO WE ARE.**

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**CHRISTUS** is Latin for "Christ," and proclaims publicly the core of our Mission.

**OUR NAME** choice also recognizes the heritage of our two congregational sponsors, the Sisters of Charity of the Incarnate Word in Houston and San Antonio. Jesus Christ is the Incarnate Word, the Word of God made flesh.

It is, therefore, only fitting that it is in another form of His name that our health ministries are called together.

**OUR SYMBOL** reflects the healing ministry of Jesus Christ – a combination of a medical cross and a religious cross. The flowing banner on the cross is a common symbol of the risen Christ, while the royal purple signifies Christ. The flowing banner also conveys a sense of motion as we move forward into a new era of service to our communities.



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