

Community Health Implementation Plan

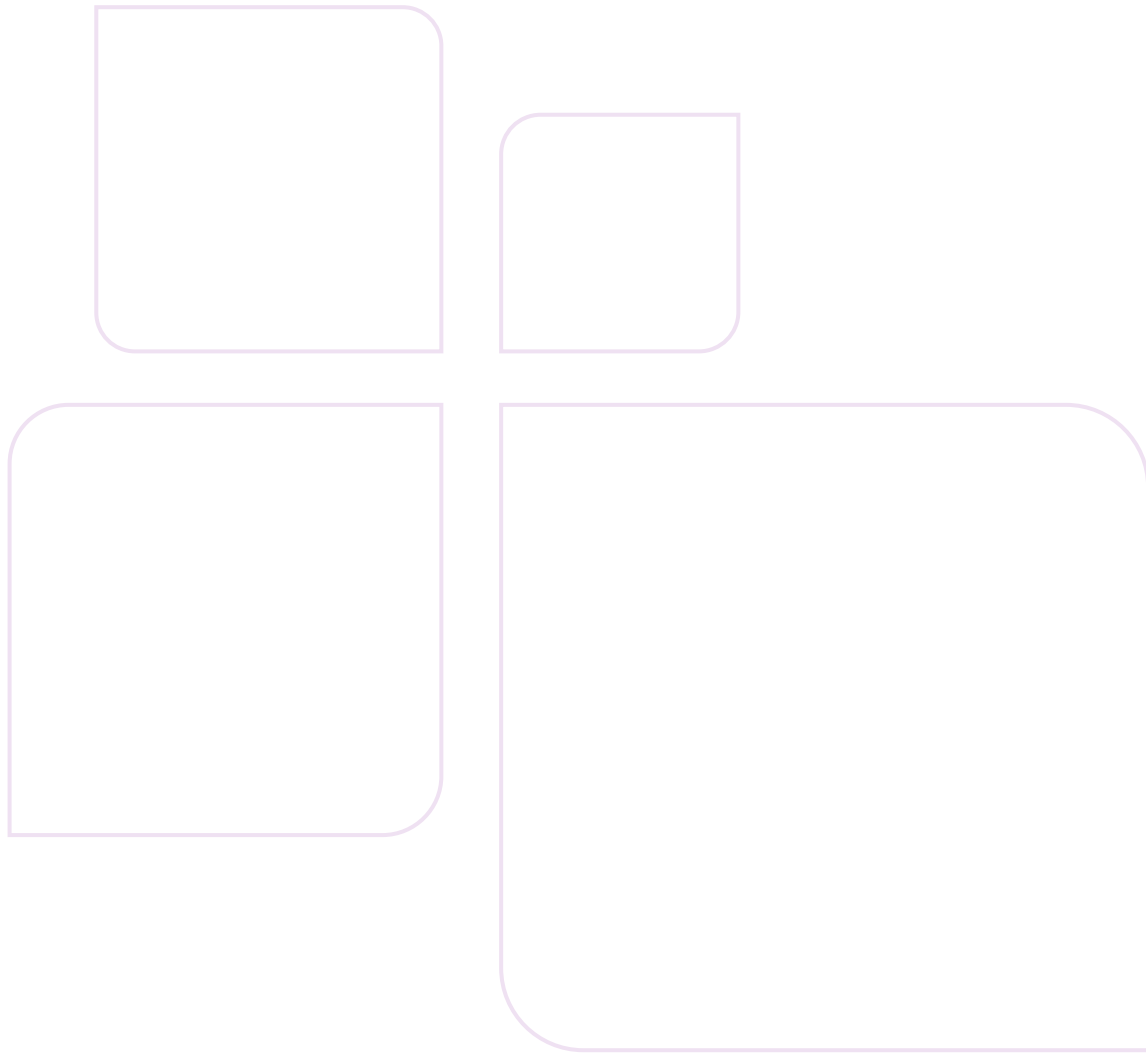
Strategies for responding to the prioritized needs in the community

2026 – 2028



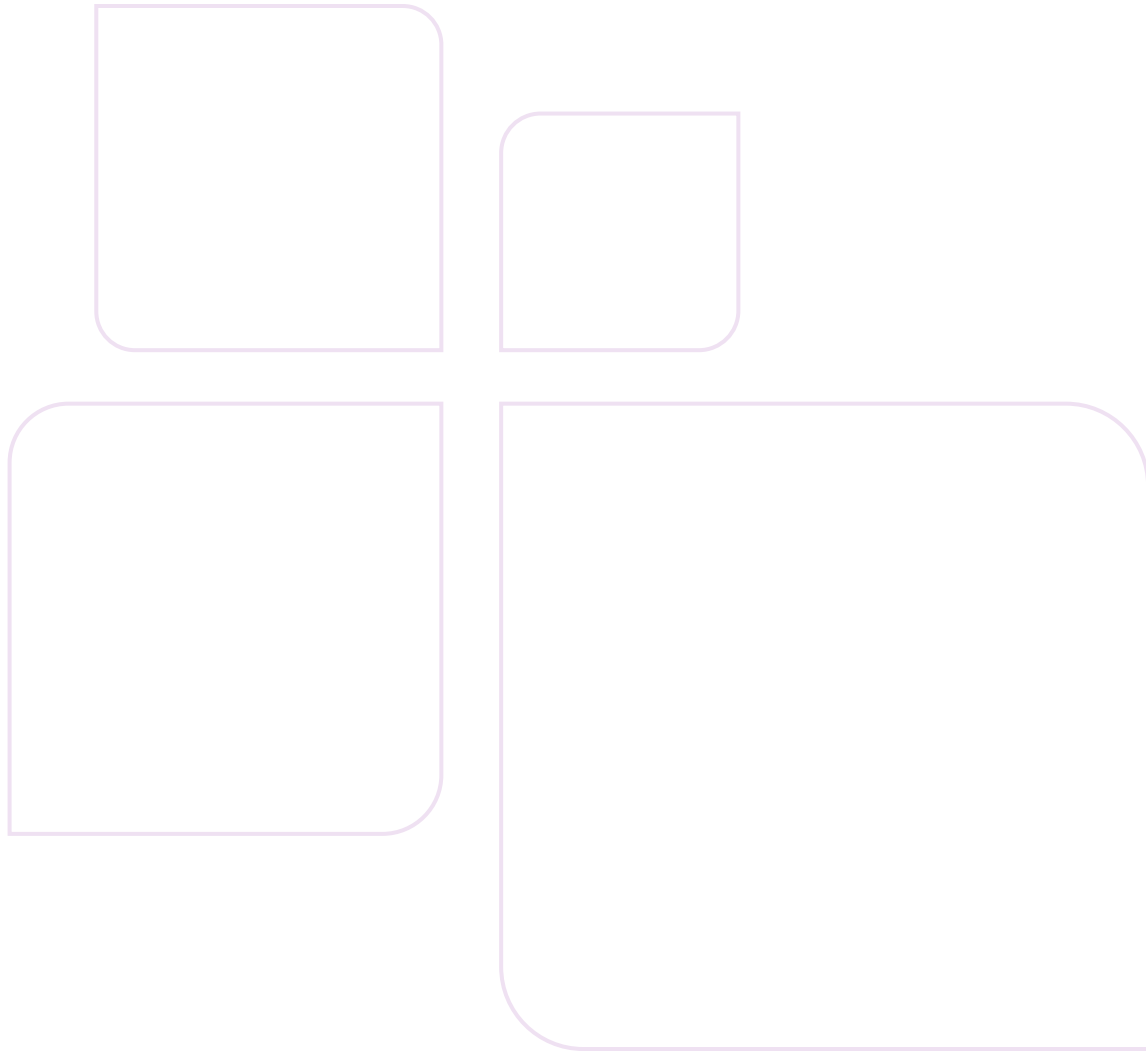
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Chapter 1: Introduction





Introduction

At CHRISTUS Southeast Texas Health System, our mission calls us to extend the healing ministry of Jesus Christ, especially to those who are most vulnerable. We know that health does not begin in a hospital. It begins in homes, neighborhoods and communities shaped by opportunity, support and care. That is why we work not only within our clinical walls, but also alongside community partners to address the root causes of poor health across the region.

This 2026-2028 Community Health Implementation Plan (CHIP) builds upon the findings of our most recent Community Health Needs Assessment (CHNA). It outlines how we will respond to the top health needs identified by the people and partners who live, work and serve in our region.

Our Vision

We envision a community where:

- Mothers and babies have access to the care and support needed for healthy pregnancies, childbirth and early development.
- Children are equipped with the care and resources to grow up physically and mentally healthy.
- Adults have access to the services, support and opportunities needed to maintain physical and mental health throughout life.
- Older adults live in environments that promote health, dignity and socioeconomic well-being as they age.
- Community members receive compassionate, high-quality care that honors their dignity, life experiences and unique needs.

What This Plan Includes

The CHIP identifies actionable strategies designed to improve health outcomes across the lifespan. These strategies fall into three categories:

- **Hospital direct care strategies:** programs led by CHRISTUS Southeast Texas Health System, such as new service lines, mobile outreach or expanded screenings
- **Community funding strategies:** investments through our CHRISTUS Fund and local benefit programs to strengthen the safety net and address social determinants of health
- **Community partner strategies:** collaborations with local nonprofits, schools, coalitions and agencies that advance shared goals through aligned services

Each strategy is aligned with one or more key priorities from the CHNA and is structured by life stage: maternal and early childhood, school age and adolescent, adult and older adult.

The Communities We Serve

CHRISTUS Southeast Texas Health System serves as a vital anchor for care across our primary service area, which includes Hardin, Jasper, Jefferson and Orange counties. This defined area represents the counties where our hospitals are located and where the majority of our patients live and seek care.

While the primary service area guides our formal planning and reporting, our commitment extends to southeast Texas Through regional outreach and mission-driven partnerships, CHRISTUS Southeast Texas Health System remains present in and accountable to communities beyond these core counties, especially those that are rural or medically underserved.

Our primary service area spans a rich cross-section of Southeast Texas, including the resilient coastal communities, rural and agricultural heartlands and rapidly evolving urban centers woven throughout the region. These are the communities that shaped our most recent Community Health Needs Assessment (CHNA), and their lived experiences informed every strategy in this plan.

As we enter the 2026-2028 implementation cycle, we remain focused on expanding access to high-quality, culturally responsive care throughout the region. Through clinical outreach, local partnerships and targeted community investments, we aim to ensure that every person – regardless of zip code – has the opportunity to live a healthier life, close to home.



Systems of Care Principle

CHRISTUS Southeast Texas Health System is part of a broader system of care that extends beyond the walls of any single organization. Across southeast Texas, a diverse network of health care providers, public agencies, community-based organizations, schools, faith communities and local leaders work in alignment to promote health and well-being.

This system of care is built on the understanding that health is shaped by more than medical care. It is influenced by stable housing, safe neighborhoods, transportation, food access, education, employment and social connection. No one institution can meet all these needs alone — but together, we can create a more coordinated, responsive and equitable approach to care.

The system of care model organizes services around key life domains, ensuring that people are supported holistically — not just as patients, but as whole individuals with interconnected needs. It also allows each partner to do what they do best — whether that's delivering clinical care, offering counseling, preparing meals or advocating for policy change.

We embrace this model as part of our mission. By working collaboratively with our patients, neighbors, Associates, leaders and our strong community partners, we help reduce service gaps, improve outcomes and create a stronger safety net across our region.



Our Plan and Our Promise

The Community Health Implementation Plan (CHIP) is not just a requirement. It is a reflection of our CHRISTUS Health values in action.

Every three years, we conduct a Community Health Needs Assessment (CHNA) to better understand the health priorities, challenges and opportunities across our primary service area. The CHIP is our response to those findings — a forward-looking plan that outlines how we will work with communities to address the most pressing health needs over the next three years.

This plan was shaped through both data and dialogue. Using the Metopio platform and public health datasets, we analyzed dozens of indicators tied to health outcomes and social determinants. But we didn't stop at numbers — we listened deeply through focus groups, community surveys and direct conversations with local leaders, service providers and residents across the region. In particular, we made a focused effort to hear from those whose voices are too often left out: rural families, low-income residents, caregivers, youth and individuals with lived experience navigating health challenges.

What emerged from this process is a clear call to action — and a shared vision for a healthier community.

The CHRISTUS Southeast Texas Health System CHIP includes strategies that fall into three categories. Each strategy, whether a hospital-led initiative, a community benefit investment or a partnership effort, is rooted in lived experience, tied to measurable community needs, and designed to advance health equity across the lifespan — from maternal and child health to chronic disease management and aging with dignity.

As we implement this plan, we remain deeply committed to:

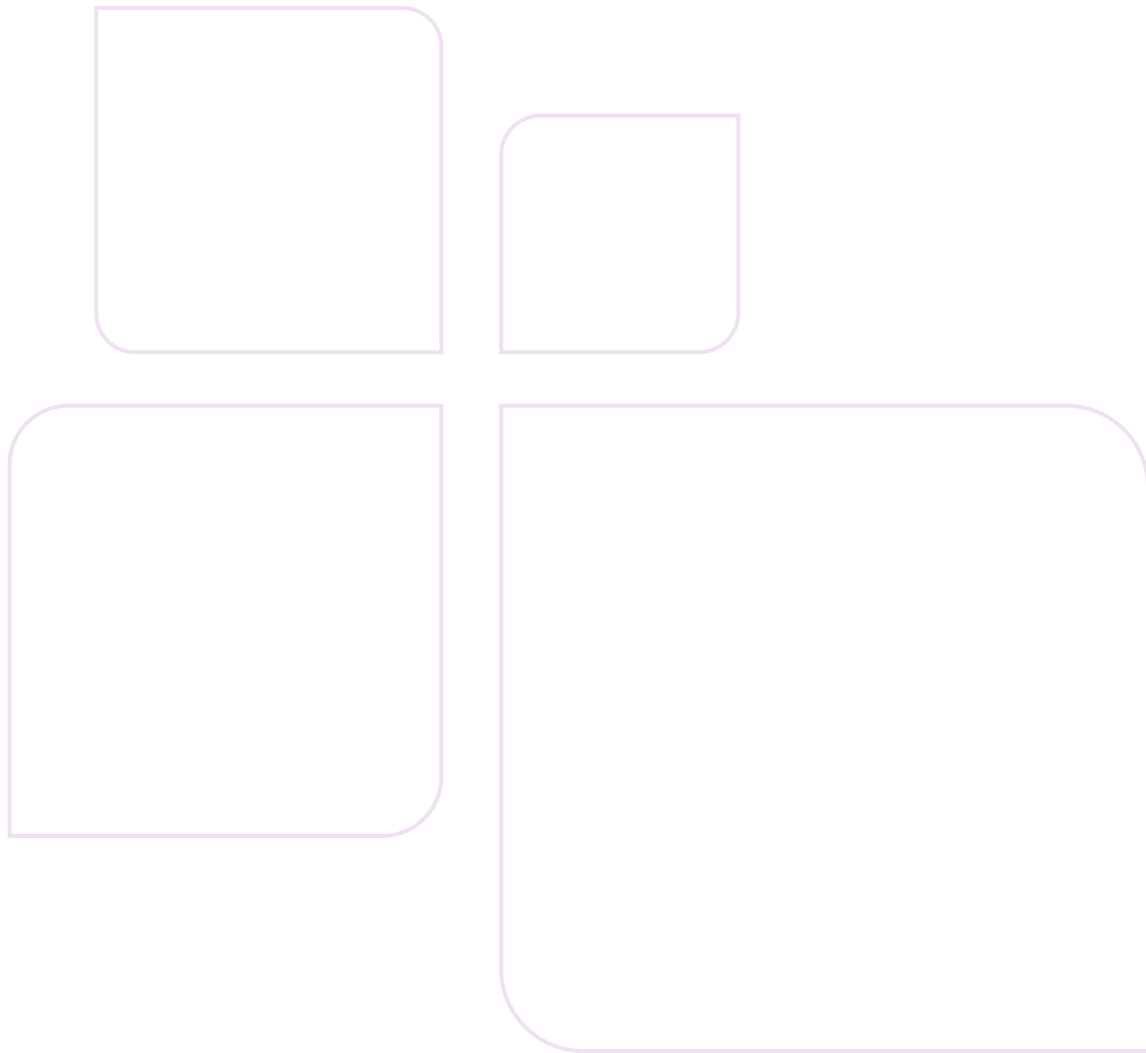
- Centering community voice in every strategy
- Addressing root causes like poverty, access, housing and education
- Investing in trusted local solutions that build long-term resilience
- Connecting clinical care with community supports
- Working collaboratively across sectors to create lasting change

This plan is more than a list of programs; it is a shared commitment to healing, dignity and justice. Together with our partners, we will continue to build a region where every person, regardless of background, circumstance or zip code, has the opportunity to live a healthier, more dignified life.

Board Approval

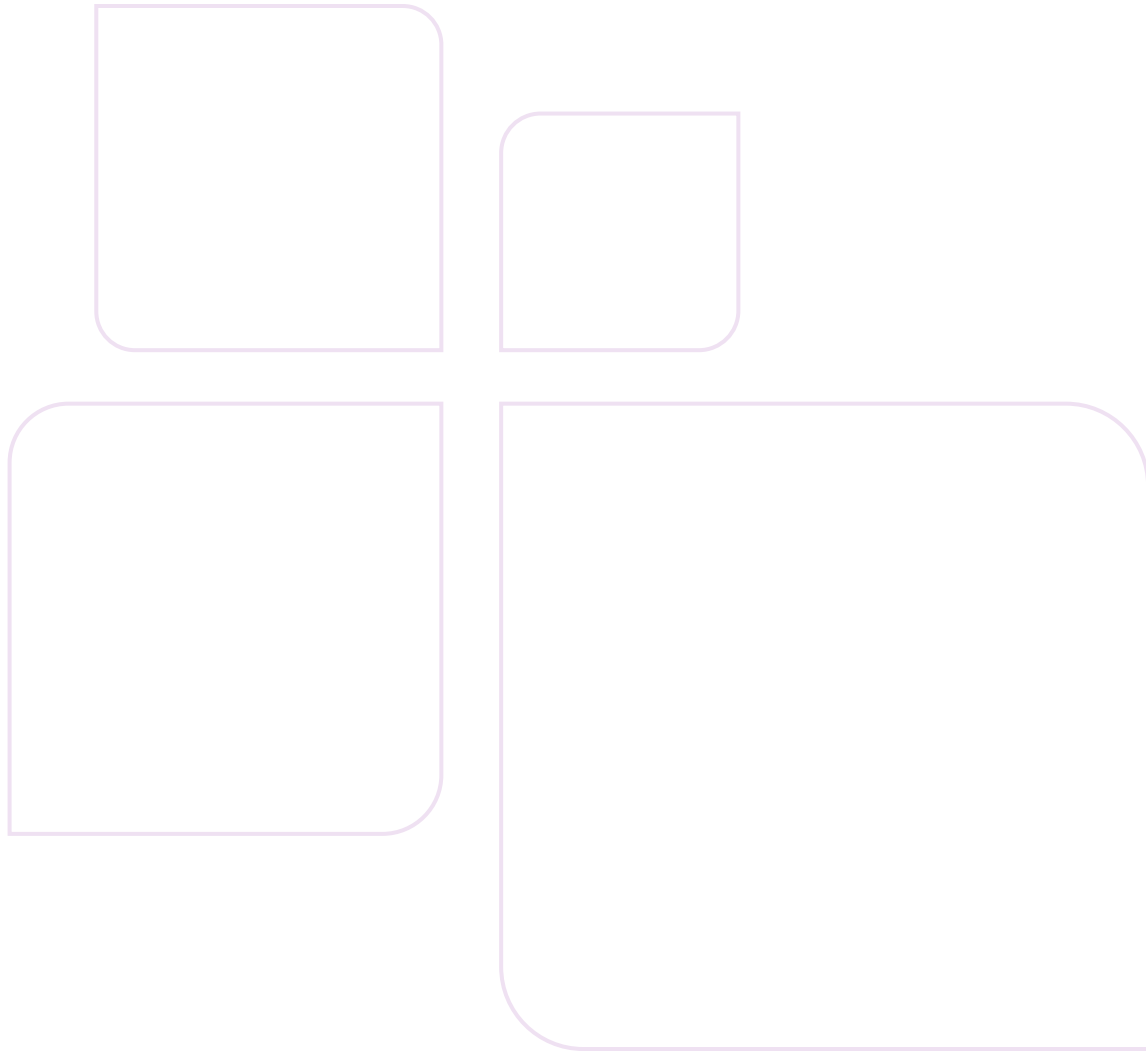
The final Community Health Needs Assessment (CHNA) report was completed, and the ministry CEO/president and executive leadership team of CHRISTUS Southeast Texas Health System reviewed and approved the CHNA prior to June 30, 2025, with the board of directors' ratification on August 8, 2025. Steps were also taken to begin implementation as of June 30, 2025, and the Community Health Implementation Plan (CHIP) was approved by the board of directors on August 8, 2025.

CHRISTUS Southeast Texas Health System will continue to monitor and evaluate the implementation of these strategies to ensure they are making a measurable, positive impact on the health and well-being of the community.



Chapter 2: Impact





Reflecting on Our Impact

This chapter serves as both a reflection and a celebration of the progress made since the last Community Health Needs Assessment (CHNA) and the corresponding 2023-2025 Community Health Implementation Plan (CHIP). It highlights the measurable impact of our shared efforts to address the most urgent health and social needs identified by our communities and demonstrates how our ministry has turned strategy into action.

Guided by our CHNA priorities, CHRISTUS Southeast Texas Health System has made strategic investments to improve health outcomes and advance equity — especially for those who experience the greatest barriers to care. These efforts include targeted community benefit contributions across several key areas: charity care and financial assistance, subsidized health services and community-based programs that address the root causes of poor health, such as food insecurity, housing instability and access to behavioral health services.

This chapter also provides a closer look at the CHRISTUS Community Impact Fund, which enables us to support mission-aligned nonprofit partners who are creating change at the local level. The summaries of our FY23 through FY25 investments illustrate how these organizations have delivered high-impact, culturally responsive programs in alignment with our system's values and goals.

As we prepare to launch the 2026-2028 CHIP, this chapter allows us to pause and reflect on what we've been able to accomplish together. It offers a foundation of progress to build upon — celebrating the lives touched, partnerships strengthened and lessons learned that will guide our next phase of community health strategy.



Community Benefit

Our Commitment in Action

As a Catholic, not-for-profit health system, we reinvest our earnings into programs, partnerships and services that improve health outcomes and advance equity for individuals and families across our ministries.

Every year, CHRISTUS Southeast Texas Health System makes strategic and intentional investments to address the most pressing health and social needs identified in our Community Health Needs Assessment. These community benefit activities are rooted in Catholic social teaching and focus on building healthier, more resilient communities by addressing both immediate clinical needs and long-term social influencers of health.

From FY23 through FY25, our community benefit contributions have supported three core categories:

- Charity care and financial assistance
- Unreimbursed Medicaid and means-tested government programs
- Community health improvement services and community-building activities

In addition to direct care and access, CHRISTUS invested in programs that address upstream drivers of health, such as food insecurity, housing instability and behavioral health access, through outreach, education and partnerships with local organizations. These investments reflect our commitment to equity, stewardship and sustained community impact.

At CHRISTUS Southeast Texas Health System, community benefit is fundamental to our identity and how we serve. These committed resources and investments reflect our dedication to equity, stewardship and ongoing community impact for the common good.

Grounded in Catholic Social Teaching

Our commitment to community benefit is deeply informed by principles of Catholic social teaching, which call us to uphold the dignity of every person, prioritize the needs of the poor and vulnerable, and promote the common good. These principles guide our efforts to create just and compassionate systems of care, ensuring that our ministries not only treat illness but also foster wholistic well-being. Our investments are more than financial – they reflect our mission commitment to steward the resources entrusted to us to love and serve our neighbors with integrity and purpose.

FY23 Community Benefit Landscape

Community services \$2.5 million		Charity care \$33 million		Total community benefits \$35.5 million
\$817 thousand Community health improvements and strategic partnerships	\$1.2 million Health professionals' education and research	\$39 thousand Subsidized health services	\$412 thousand Cash and in-kind distributions	\$21 thousand Community building activities

FY24 Community Benefit Landscape

Community services \$2.6 million		Charity care \$37 million		Total community benefits \$39.6 million
\$961 thousand Community health improvements and strategic partnerships	\$1.3 million Health professionals' education and research	\$32 thousand Subsidized health services	\$268 thousand Cash and in-kind distributions	\$28 thousand Community building activities

FY25 Community Benefit Landscape

At this time, we are only including data from fiscal years 2023 and 2024 in our reporting on community benefit investments. We have chosen not to include FY2025 data as it remains unaudited and therefore subject to change. To ensure accuracy and maintain the integrity of our reporting, we only publish audited financial data. The audited data for FY2025 will be available in June 2026, at which point it will be incorporated into future reports and submissions.

Community Impact Fund

Established in January 2011, the CHRISTUS Community Impact Fund is the grantmaking arm of CHRISTUS Health. It was created to support initiatives led by nonprofit community agencies that improve the health and well-being of individuals and families across our ministries. Since its inception, the fund has become a catalyst for equity-driven, community-centered innovation – amplifying the voices of those closest to the challenges and investing in those best positioned to create change.

Each year, the CHRISTUS Community Impact Fund provides grants to organizations that align with the priorities identified through the Community Health Needs Assessment (CHNA). These investments support programs that:

- Expand access to care and essential social services
- Promote mental health and emotional well-being
- Prevent and manage chronic disease
- Address the root causes of poor health, including food insecurity, housing and transportation
- Strengthen community leadership, advocacy and capacity

From FY23 through FY25, CHRISTUS Southeast Texas Health System awarded Community Impact Fund grants to trusted, mission-aligned partners across the region. These organizations serve as the hands and feet of our shared vision – delivering culturally responsive programs, fostering community trust and driving measurable health improvements where they are needed most.

The following pages highlight the diverse grantees supported over the past three years, underscoring CHRISTUS Health’s commitment to sustained and collaborative community impact.



FY23 Community Impact Fund

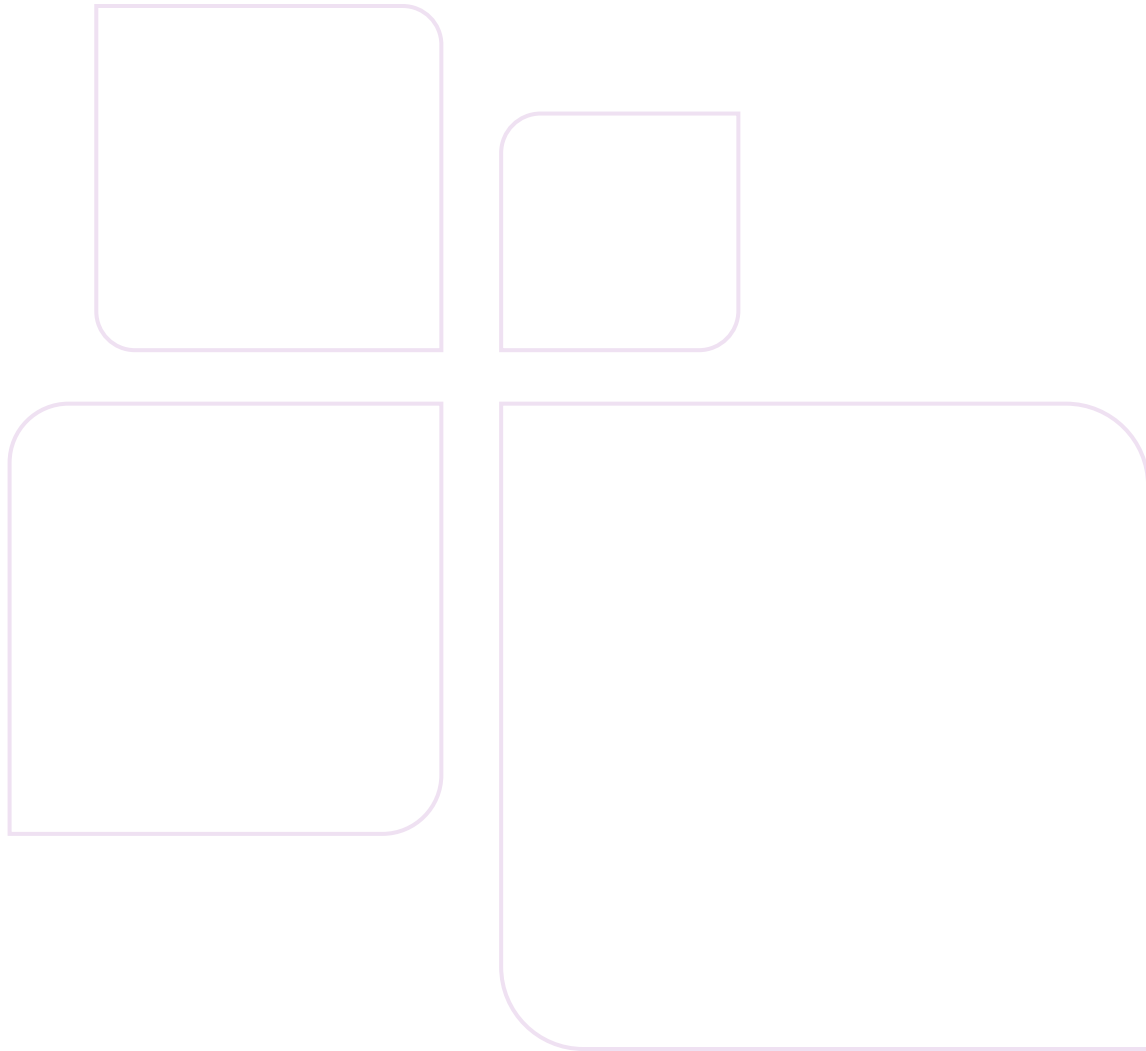
ORGANIZATION	DOMAIN	PRIORITY	PROGRAM NAME	PROGRAM DESCRIPTION
Anayat House	Advance health and well-being	Chronic diseases	Medical Hospitality House	To provide low or no cost accommodations in a safe and restful family setting to outpatients or to family members of patients using local medical facilities
Catholic Charities of Southeast Texas	Build resilient communities and improve social determinants	Healthy food access	Market to HOPE	To improve household food insecurity by making pantry services available six days a week and providing generous amounts of supplemental food through their Market to HOPE program
Family Services of Southeast Texas	Advance health and well-being	Mental health and well-being	Domestic and Sexual Assault Services and Support	To provide safe shelter, food, clothing, counseling and other services to survivors of sexual assault
Triangle Area Network dba TAN Healthcare	Advance health and well-being	Mental health and well-being	Build a Better Future - SUC Prevention, Education and Treatment	To increase access to coordinated primary care and substance use disorder (SUD)/opioid use disorder (OUD) services to rural and underserved patients
Total CHRISTUS Community Impact Fund investment:				\$275,000.00

FY24 Community Impact Fund

ORGANIZATION	DOMAIN	PRIORITY	PROGRAM NAME	PROGRAM DESCRIPTION
Catholic Charities of Southeast Texas	Build resilient communities and improve social determinants	Healthy food access	Market to HOPE	To improve food security by providing supplemental grocery products to low-income households
United Board of Missions	Build resilient communities and improve social determinants	Healthy food access	Meals on Wheels	To improve food security by delivering nutritious meals for the elderly and/or individuals
Family Services of Southeast Texas	Advance health and well-being	Mental health and well-being	Domestic and Sexual Assault Services and Support	To provide safe counseling, safe shelter, food, clothing and other services to survivors of sexual assault, rape and domestic violence
Samaritan Counseling Center of Southeast Texas	Advance health and well-being	Mental health and well-being	Mental Health Crisis: Addressing the Shortage of Mental Health Professionals to meet the demand for services	To increase prompt counseling for uninsured and underinsured individuals through the recruitment, training and retention of fully licensed professional counselors
Total CHRISTUS Community Impact Fund investment:				\$295,000.00

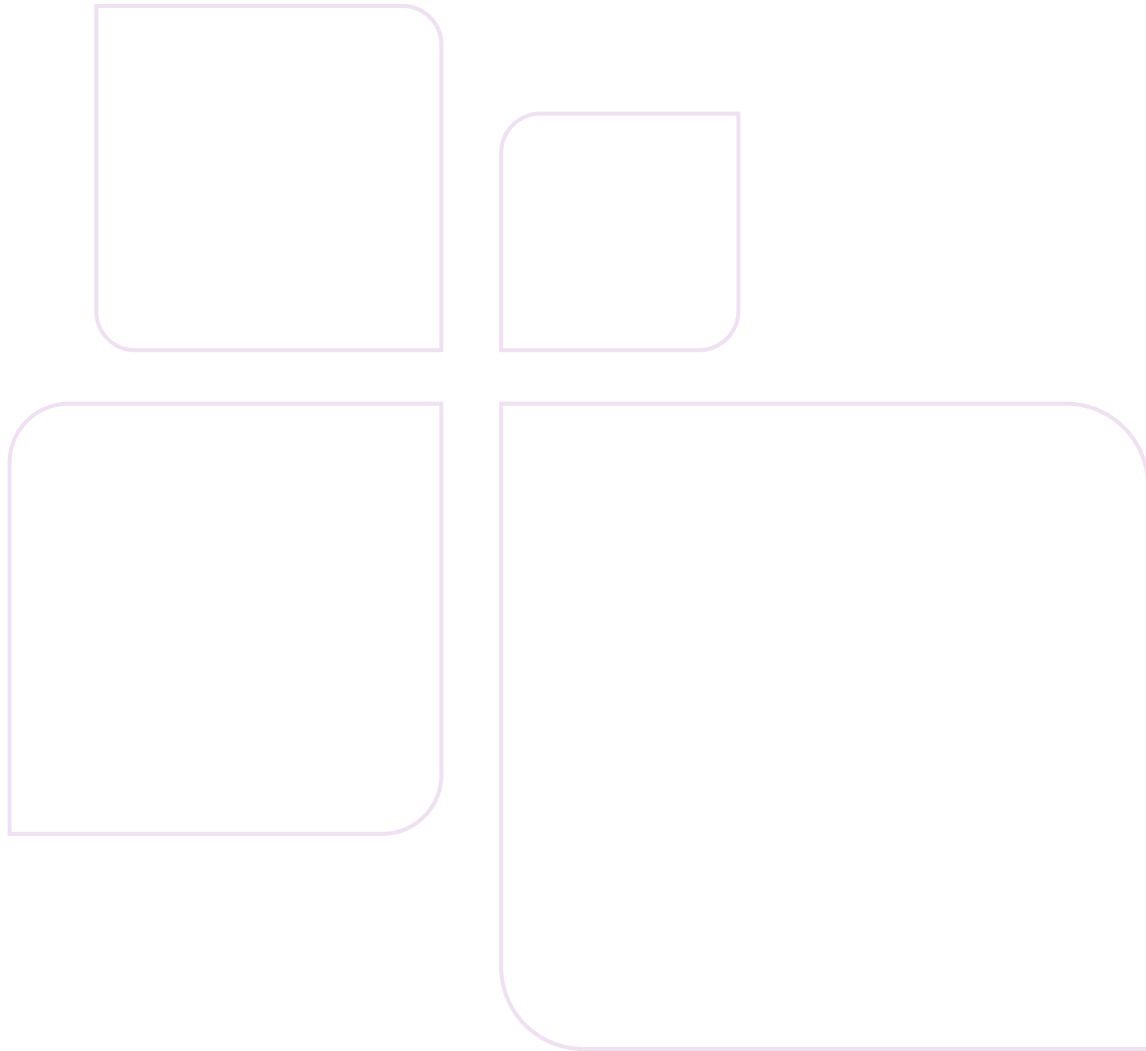
FY25 Community Impact Fund

ORGANIZATION	DOMAIN	PRIORITY	PROGRAM NAME	PROGRAM DESCRIPTION
Anayat House	Build resilient communities and improve social determinants	Safe housing	Medical Hospitality House	To provide no cost and low-cost overnight accommodations to individuals and families who do not reside in Beaumont, TX, but themselves or a loved one is receiving medical care in the city
Catholic Charities of Southeast Texas	Build resilient communities and improve social determinants	Healthy food access	Market to HOPE (Help Other People Eat)	To improve food security to community members through their Market to HOPE program
Samaritan Counseling Center of Southeast Texas	Advance health and well-being	Mental health and well-being	Mental Health Crisis: Addressing the Shortage of Mental Health Professionals to Meet Demand for Services – Year 2	To increase capacity to provide timely access to counseling for un/underinsured individuals and families through the recruitment, training and retention of fully licensed professional counselors
The Salvation Army of Jefferson County	Build resilient communities and improve social determinants	Safe housing	Hope & Housing for the Homeless	To provide comprehensive wraparound services that address the physical and mental health needs of individuals facing homelessness or at risk of becoming homeless
Triangle Area Network	Advance health and well-being	Chronic diseases	The Healthy Report Card Tour Initiative	To implement a mobile, community health initiative that combines free health screenings, personalized education and care coordination directly where individuals live, work and gather
Total CHRISTUS Community Impact Fund investment:				\$305,000.00



Chapter 3: Priorities





Priorities and Focus

The Lifespan Approach

To better understand and respond to the evolving needs of the communities we serve, CHRISTUS Southeast Texas Health System structured its Community Health Needs Assessment (CHNA) and Community Health Implementation Plan (CHIP) using a lifespan approach. This framework organizes data, priorities and strategies by key stages of life, recognizing that health needs – and the factors that influence them – shift as individuals grow, age and move through different phases of life.

We identify three to five leading health indicators within each of the following four life stages:

- Maternal and early childhood (pregnancy through age 4)
- School-age children and adolescents (ages 5-17)
- Adults (ages 18-64)
- Older adults (ages 65 and up)

By segmenting our focus in this way, we can ensure that interventions are age-appropriate, culturally relevant and responsive to developmental and social needs unique to each stage. At the same time, we acknowledge that the health and well-being of one life stage can influence and be influenced by another – for example, how maternal health affects infant outcomes, or how early trauma can impact chronic disease in adulthood.

Using this life course perspective allows us and our partners to deliver more precise, equitable and coordinated responses across the continuum of care – ultimately creating healthier communities today and for generations to come.



Prioritization Process

To determine the most pressing community health needs for the 2026-2028 Community Health Implementation Plan (CHIP), CHRISTUS Southeast Texas Health System used a data-informed and community-driven approach grounded in the Results-Based Accountability (RBA) framework. This method ensures that decisions are rooted in both quantitative data and the lived experiences of community members.

A series of community indicator workgroups organized by life stage brought together residents, partners and subject matter experts to discuss what good health looks like across the lifespan:

- Maternal and early childhood (pregnancy – age 4)
- School-age children and adolescents (ages 5 – 17)
- Adults (ages 18 – 64)
- Older adults (ages 65 and up)

During these workgroups, participants reviewed existing CHNA data, discussed emerging health trends and assessed indicators from the prior implementation cycle. They explored local conditions and asked key questions to guide prioritization:

- Can we trust the data?
- Is the indicator easy to explain and understand?
- Does it represent a larger community condition?

This process included tools from the RBA model, including the concept of “turn the curve,” which focuses on using trend data to understand whether community conditions are improving over time. Rather than focusing on year-to-year fluctuations, this model assesses progress based on whether strategies are starting to shift long-term trends in the right direction.

Based on these discussions, each workgroup identified three to five leading health indicators for their respective life stage. These indicators highlight the areas of greatest need, concern and opportunity for impact. They now serve as a shared focus for the health system’s strategies, investments and partnerships over the next three years, ensuring that improvement efforts are both targeted and measurable.



Lifespan Priority Indicators of 2026-2028

The following table summarizes the leading indicators selected through the community indicator workgroups and approved by the CHRISTUS Southeast Texas Health System’s board of directors. These indicators represent the most urgent and actionable health and social needs for each stage of life, based on both community input and data analysis conducted during the Community Health Needs Assessment (CHNA) process.

These leading indicators will serve as a foundation for the 2026-2028 Community Health Implementation Plan (CHIP), guiding program

strategies, investments and partnerships that aim to “turn the curve” on health outcomes across the lifespan.

For a detailed explanation of each indicator, including baseline data, trend analysis and community context, please refer to the CHRISTUS Southeast Texas Health System Community Health Needs Assessment, available at:

CHRISTUShealth.org/connect/community/community-needs

COMMUNITY LEADING INDICATORS			
Maternal Health and Early Childhood Health	School-Age Children and Adolescent Health	Adult Health	Older Adult Health
Mothers and babies will have access to the care and support needed for healthy pregnancies, childbirth, growth and development.	Children will be well-equipped with the care and support to grow up physically and mentally healthy.	<i>Adults will have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.</i>	<i>Older adults will have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being.</i>
<ul style="list-style-type: none"> • Access to care • Vaccines • Behavioral health <ul style="list-style-type: none"> ○ Mental health ○ Substance abuse • Housing instability 	<ul style="list-style-type: none"> • Behavioral health <ul style="list-style-type: none"> ○ Mental health (Anxiety) ○ Substance abuse • Food insecurity • Housing instability 	<ul style="list-style-type: none"> • Access to care <ul style="list-style-type: none"> ○ Medication • Behavioral health <ul style="list-style-type: none"> ○ Mental health ○ Substance abuse • Poverty 	<ul style="list-style-type: none"> • Chronic diseases <ul style="list-style-type: none"> ○ Heart disease ○ Cancer • Behavioral health <ul style="list-style-type: none"> ○ Mental health • Caregiver support • Poverty

Needs That Are Not Being Addressed

The CHRISTUS Southeast Texas Health System 2026-2028 Community Health Needs Assessment (CHNA) identified a broad range of important health and social needs across our service area. However, not all of these needs fall within the direct scope of services or resources that we can lead or sustain independently. Some community issues require the specialized focus, infrastructure or mission alignment of other organizations, agencies or collaborative groups better positioned to lead efforts in those areas.

Examples of these needs may include, but are not limited to:

- Behavioral Health
- Food Insecurity
- Housing Instability

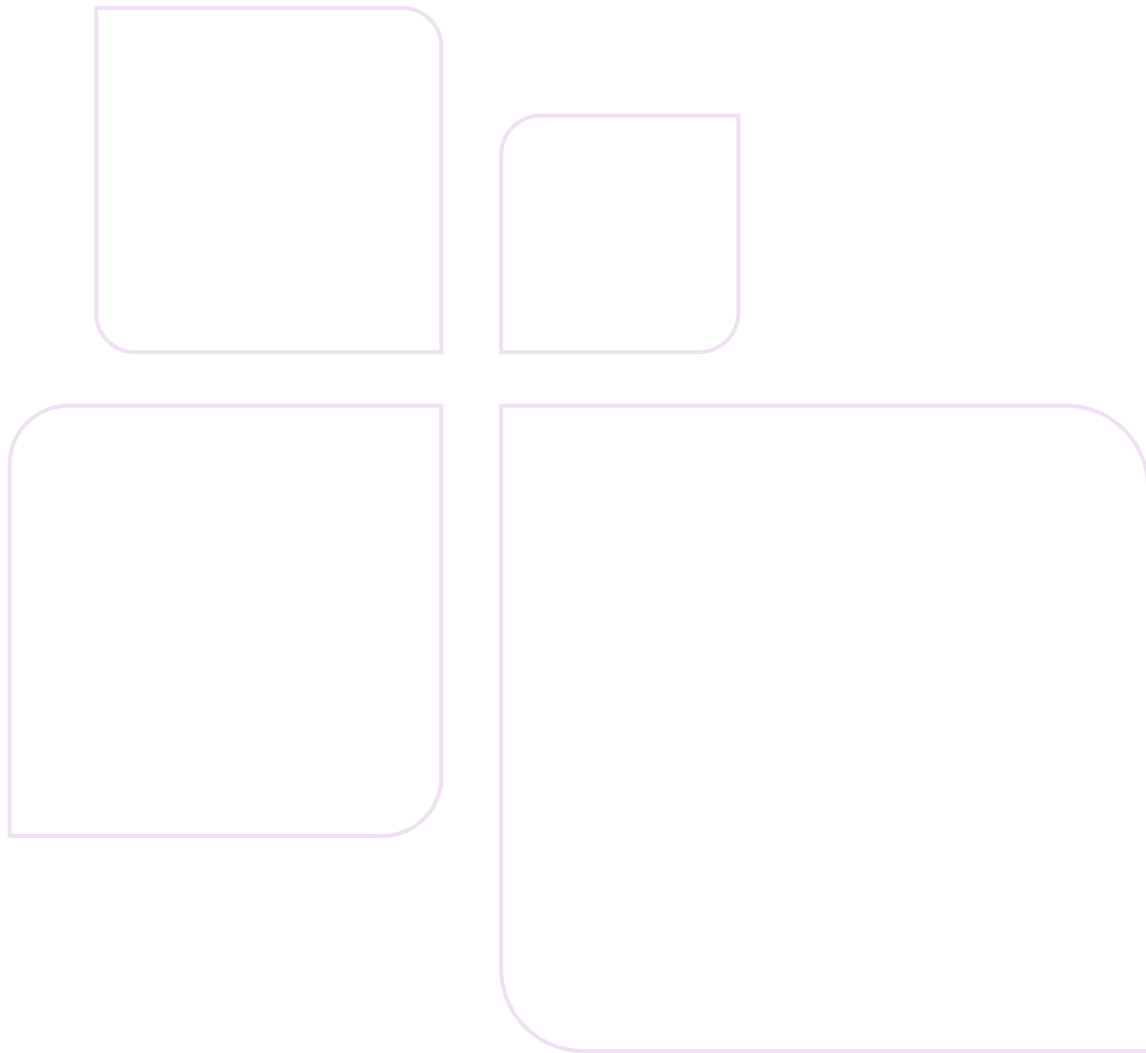
Although CHRISTUS Southeast Texas Health System will not serve as the primary lead on these issues, we recognize their direct impact on health outcomes and the overall well-being of our patients and communities. For this reason, we remain deeply committed to collaborating with community partners who address these needs, participating in coalitions, supporting aligned initiatives and ensuring that our strategies complement and enhance their work.

The “Strategies” section that follows will highlight where we are playing a supportive or collaborative role on these issues, including how we are coordinating with trusted organizations and multi-sector partners. These collaborative efforts are essential to building a more comprehensive, equitable and effective system of care across our region.



Chapter 4: Strategies





Strategies

The implementation strategies outlined in the following sections are organized according to the lifespan stages identified in the 2026–2028 Community Health Needs Assessment. Each section details the approaches CHRISTUS Southeast Texas Health System (CSETHS) will use to address priority health indicators, categorized into three distinct strategy types:

- **Hospital Direct Care Strategies ("We lead")**
Initiatives led directly by CHRISTUS Southeast Texas, typically aligned with hospital and clinical operations. Examples include expanding access to behavioral health services, enhancing chronic disease management programs, and strengthening maternal and child health care.
- **Community Funding Strategies ("We fund")**
Efforts financially supported by CHRISTUS through grants and community benefit funds. These include programs such as the CHRISTUS Fund and local community benefit investments designed to address unmet needs and fill gaps in care.
- **Community Partner Strategies ("They lead")**
Collaborative efforts led by community organizations, with CHRISTUS serving in a supportive role through participation, advisory board membership, or joint initiatives. Examples include involvement in regional health coalitions, school-based health programs, and strategic partnerships with organizations like United Way.

As a first step in developing these strategies, the leading health indicators were categorized using common language and mapped across lifespan stages. This approach helps align local and system-level

strategies with health data, community survey responses, and feedback from focus groups. Each strategy is then evaluated against available hospital, community, and system resources to ensure feasibility and impact.

The investments CSETHS commits to support treatment services, safety net programs, efforts to address social determinants of health, and direct community benefits such as free flu vaccinations, health screenings, and health education events. Ongoing collaboration with community partners ensures coordinated efforts to improve public policy, expand outreach, and develop new initiatives that respond to the priority health needs of the communities we serve.

Maternal and Early Childhood Health

RESULT: Mothers and babies will have access to the care and support needed for healthy pregnancies, childbirth, growth and development.

LEAD INDICATORS

- Access to care
- Vaccines
- Behavioral health
 - Mental health
 - Substance abuse
- Housing instability upon discharge

DATA MEASURES

- Vaccination coverage
- Postpartum depression
- Neonatal abstinence syndrome (NAS) trends
- Low birth weight

MATERNAL AND EARLY CHILDHOOD STRATEGIES		
Hospital direct care strategies	Community funding strategies	Community partner strategies
“We lead”	“We fund”	“They lead”
<ul style="list-style-type: none"> • Comprehensive Mother-Baby Care: The New Life Unit provides holistic, family-centered care for mothers and newborns, supporting safe deliveries and healthy starts. • Advanced Neonatal Expertise: Level II, III, and IV NICU teams deliver specialized care for premature and critically ill infants, ensuring the highest standards of neonatal treatment. • Dedicated Pediatric Hospitalists: On-site pediatric hospitalists offer continuous, expert medical care for hospitalized children, enhancing outcomes and family support. • Lactation Services: Certified lactation consultants provide personalized breastfeeding support for both inpatient and outpatient families, promoting infant nutrition and maternal confidence. • Midwifery Education & Support: Licensed midwives offer prenatal education and guidance, empowering expectant mothers with knowledge and compassionate care. • High-Risk Newborn Transport: CHRISTUS provides the region’s highest level of neonatal and maternal transport services, equipped to manage complex deliveries and critical newborn conditions. • Specialized Emergency Transport Teams: CHRISTUS emergency transport teams are trained to safely transfer critically ill neonates, infants, and pediatric patients across all age groups and conditions, ensuring continuity of expert care. 	<ul style="list-style-type: none"> • Support Through the CHRISTUS Fund: Continue advancing innovative maternal and early childhood initiatives within the hospital through targeted CHRISTUS Fund investments. • Children’s Miracle Network (CMN) Contributions: Utilize CMN funding to renovate and enhance the pediatric inpatient floor, creating a more healing-centered environment for children. • Strategic Recruitment: Invest in recruiting pediatric physicians and nursing specialists to strengthen the pediatric service line and reduce the need for families to seek care outside the region. • Child Life Specialist Funding: Sustain direct funding for a certified child life specialist to support pediatric patients’ emotional well-being during emergency visits and hospital stays. • Mental Health Support via CMN: Leverage CMN awards to expand services for pediatric patients experiencing mental health challenges. • Grant Application for NICU Car Seats: Pursue external funding to provide car seats for NICU families, ensuring safe transportation for vulnerable newborns. • Care Coordination Services: Fund care coordination efforts that connect families with essential resources, addressing social determinants of health. • Community Baby Showers: Sponsor community baby showers to support expectant mothers in need with essential supplies and education. 	<ul style="list-style-type: none"> • Strategic Event Sponsorship: Continue providing generous funding to nonprofit organizations whose fundraising efforts align with the mission and service priorities of CHRISTUS. • United Way Collaboration: Strengthen partnerships with United Way agencies that offer direct support to CHRISTUS patients and families, enhancing access to essential services. • Board-Level Engagement: Maintain CHRISTUS leadership representation on boards of local agencies to provide strategic guidance and foster deeper community integration. • Support for FQHCs: Invest in local Federally Qualified Health Centers (FQHCs) that serve underserved populations, helping to alleviate pressure on hospital systems and establish medical homes for vulnerable patients. • Nonprofit-Driven Access to Care: Through nonprofit partnerships, expand access to vaccinations, behavioral health services, and housing resources for individuals and families most in need—extending care beyond hospital walls.

School-Age Children and Adolescent Health

RESULT: Children will be well-equipped with the care and support to grow up physically and mentally healthy.

LEAD INDICATORS

- Behavioral health
 - Mental health (anxiety)
 - Substance abuse
- Food insecurity
- Housing instability

DATA MEASURES

- Moved within county in past year
- Percentage of Texan high schoolers who reported feeling debilitating anxiety, depression or stress
- Suicide attempts among high school students
- Substance use amongst Texas students
- Food insecurity

SCHOOL-AGE CHILDREN AND ADOLESCENT HEALTH STRATEGIES

Hospital direct care strategies	Community funding strategies	Community partner strategies
“We lead”	“We fund”	“They lead”
<ul style="list-style-type: none"> • Family-Centered Urgent Care Access: Expand patient-centered services through clinics that address urgent care needs for children and their families, improving timely access to treatment. • Pediatric Specialist Recruitment: Actively recruit pediatric specialists to strengthen local care capacity and reduce the need for families to seek services outside the region. • Holistic Family Assessments: Conduct comprehensive assessments and connect families with resources to support the clinical, emotional, behavioral, and spiritual well-being of children. • Child Life Services: Continue funding a child life specialist to help children develop coping skills and provide emotional support to both patients and their families during hospital visits. • School System Engagement: Collaborate with local schools to address rising concerns such as vaping, substance use, and other behavioral health challenges among youth. • Addressing Social Determinants of Health: Continue efforts to identify and respond to social factors impacting children’s health, ensuring families receive the support needed to thrive. 	<ul style="list-style-type: none"> • CHRISTUS Community Impact Fund: Potential funding source for innovative projects that advance health equity for children across Southeast Texas. • Children’s Miracle Network (CMN) Literacy Initiative: CMN supports the distribution of children’s books, allowing each pediatric patient to select and keep a book, fostering comfort and literacy during their hospital stay. • Therapeutic Toy Drives: Organized fundraising and donation drives provide therapeutic toys, distributed by the child life specialist to help children cope with hospitalization and medical procedures. • Leveraging Government Programs: Actively pursue and utilize government resources—including Medicaid and lesser-known programs—to address the unique health needs of children and expand access to care. 	<ul style="list-style-type: none"> • Community Advisory Council Leadership: Local stakeholders convene regularly within the hospital to collaborate, advocate for community health priorities, and build strong networks that drive change. • Anayat House Support Services: Through community-led efforts and in-kind contributions—including a free lease—Anayat House provides families with affordable or free lodging while their child receives hospital care. • United Way Agency Partnerships: United Way agencies, generously supported by CHRISTUS associates and sponsorships, lead initiatives that extend care and resources beyond the hospital, addressing broader social and health needs.

Adult Health

RESULT: Adults will have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.

LEAD INDICATORS

- Access to care
 - Medication
- Behavioral health
 - Mental health
 - Substance abuse
- Poverty

DATA MEASURES

- Medication cost affordability
- Depression
- Suicide mortality
- Drug overdose mortality
- Households below ALICE threshold

ADULT HEALTH STRATEGIES

Hospital direct care strategies	Community funding strategies	Community partners strategies
“We lead”	“We fund”	“They lead”
<ul style="list-style-type: none"> • Forensic Nursing Follow-Up: Expand post-care services for the most vulnerable adults through specialized forensic nursing, ensuring continuity of trauma-informed care. • Holistic Health Integration: Enhance emotional, spiritual, and social determinants of health (SDoH) support through integrated, patient-centered care models. • Affordable Medication Access: Increase access to essential medications by expanding use of the 340B pharmacy program, reducing financial barriers for patients. • Rural Health Access: Sustain and grow rural health clinic services in Jasper to ensure equitable access to primary and specialty care in underserved areas. • Telemedicine Expansion: Continue to expand telehealth services for neurology, psychiatric care, and maternal-fetal medicine, improving access to specialists across the region. • Responsive Telemedicine Deployment: Utilize telemedicine strategically during patient volume surges to maintain timely, high-quality care delivery. 	<ul style="list-style-type: none"> • CHRISTUS Health Community Impact Fund: Invest in programs that align with CHRISTUS’s mission and address critical health needs, particularly those impacting vulnerable children and families. • Grants to Community Partners: Provide funding to trusted community organizations to address social determinants of health (SDoH), expanding the reach of care beyond clinical settings. • Growth for Sustainability: Strengthen service lines that serve commercially insured patients to generate revenue that sustains charity care and outreach for underserved populations. • Hospital Foundation Collaboration: Partner with the CHRISTUS Foundation to prioritize and fund projects that reflect the organization’s mission and community health goals. • 503B Pharmacy Program: Continue participation in the 503B pharmacy program to reduce medication costs and improve access for patients in need. • Charity Care Commitment: Maintain and reinforce charity care policies to ensure that financial barriers do not prevent access to essential health services. 	<ul style="list-style-type: none"> • Support for Nonprofit Agencies: CHRISTUS continues to uplift nonprofit organizations that lead efforts to address health concerns and social determinants of health (SDoH) in the community. • Collaboration with Local FQHCs: Federally Qualified Health Centers (FQHCs) take the lead in providing accessible primary care, helping to reduce non-emergent visits to the hospital emergency department. • Fundraising Partnerships: CHRISTUS sponsors fundraising events led by local nonprofits and government agencies that directly support community health and SDoH initiatives. • Faith-Based Collaboration: The Diocese leads efforts to meet both the spiritual and material needs of families, with CHRISTUS as a committed partner in these outreach activities. • Associate-Led Community Engagement: CHRISTUS supports associates who take initiative in community-strengthening projects, recognizing and amplifying their leadership in local health improvement efforts.

Older Adult Health

RESULT: Older adults will have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being.

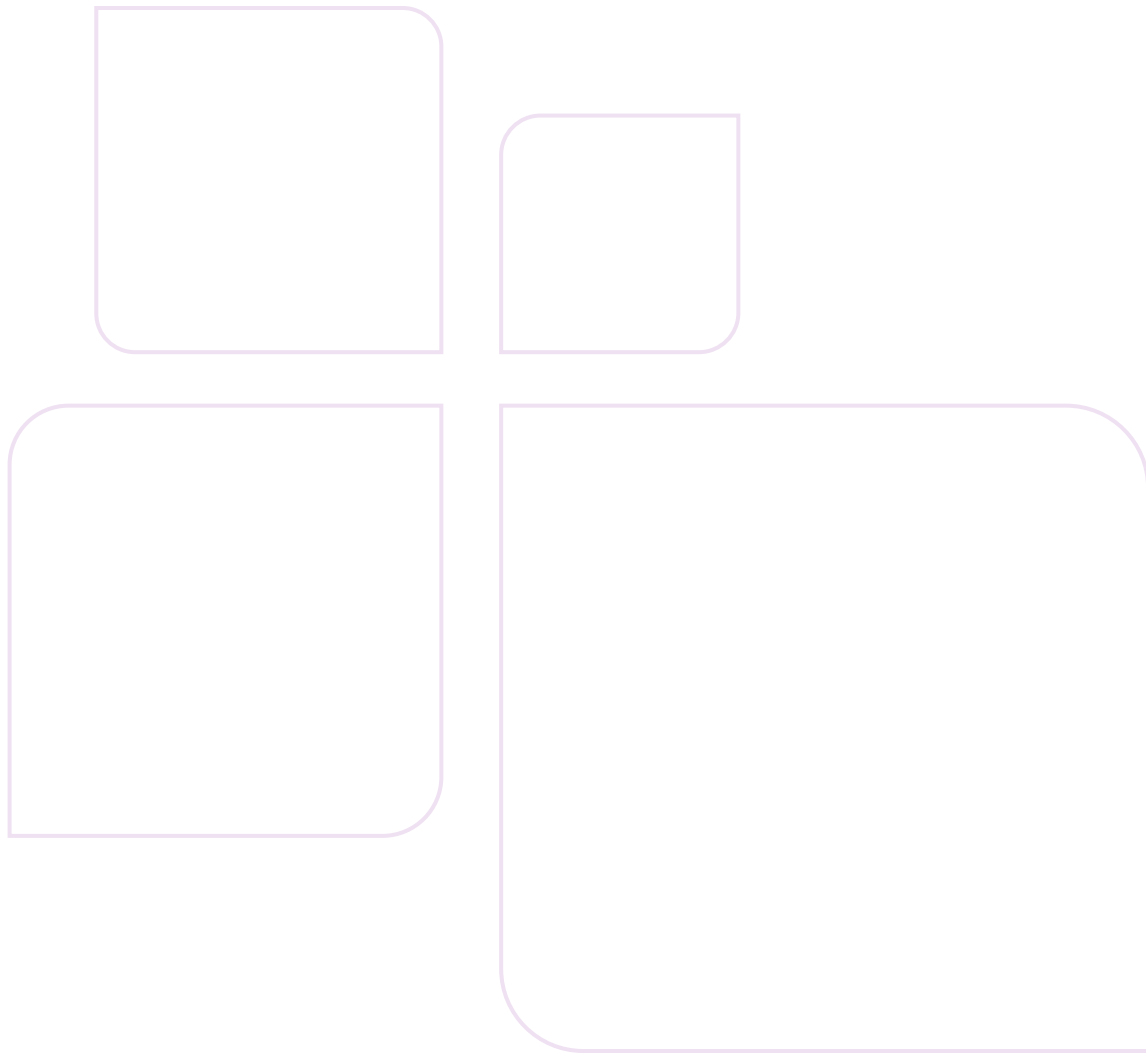
LEAD INDICATORS

- Chronic diseases
 - Heart disease
 - Cancer
- Behavioral health
 - Mental health
- Caregiver support
- Poverty

DATA MEASURES

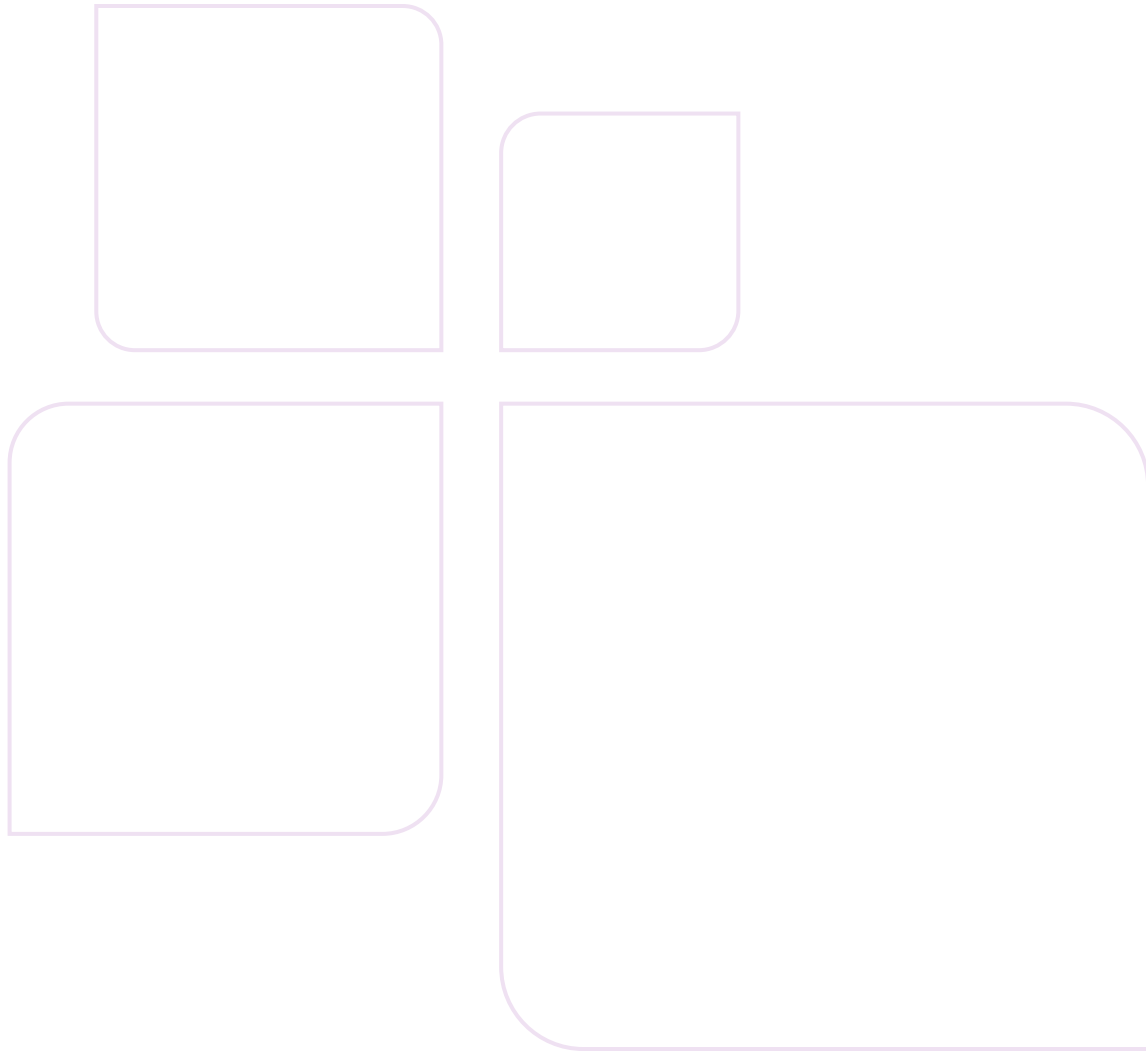
- Poverty rate
- Average hours of eldercare
- Depression in Medicare beneficiaries
- Heart disease mortality
- Cancer diagnosis rate

OLDER ADULT HEALTH STRATEGIES		
Hospital direct care strategies	Community funding strategies	Community partners strategies
“We lead”	“We fund”	“They lead”
<ul style="list-style-type: none"> • Cardiology Service Expansion: Continue to grow heart and vascular care by recruiting specialized surgeons, nurses, and staff to meet the complex needs of older adults with cardiovascular conditions. • Holistic Outpatient Support: Expand access to chaplain services in outpatient settings to provide emotional and spiritual care, supporting the overall well-being of older patients. • Behavioral Health Enhancements: Renovate and expand behavioral health rooms in the emergency department and increase staff training to better serve older adults experiencing mental health crises. • Cancer Care Collaboration: Maintain and strengthen the partnership with Texas Oncology to ensure comprehensive, accessible cancer treatment options for older adult patients. 	<ul style="list-style-type: none"> • Affordable Medication Access: Expand use of the 340B Drug Pricing Program to improve access to low-cost medications for older adults and underserved populations. • Community Impact Fund Grants: Allocate CHRISTUS Community Impact Fund resources to support programs that address social determinants of health (SDoH) affecting older adults. • Nonprofit Sponsorships: Continue funding sponsorships for local nonprofit organizations that lead initiatives to improve health outcomes and quality of life for older adults. • Charity Care Commitment: Sustain financial assistance through the Charity Care Policy, providing approximately \$40 million annually in support for patients across Southeast Texas. • Leadership in Community Governance: Support CHRISTUS leaders serving on boards of local nonprofits, business coalitions, and advocacy groups to influence policies and programs that benefit older adults. 	<ul style="list-style-type: none"> • Board Participation & Mutual Engagement: Community agencies lead strategic initiatives with support from CHRISTUS leaders—such as the Vice President of Mission—who actively serve on their boards and invite reciprocal participation in CHRISTUS-led activities. • Alzheimer’s Advocacy & Research: Community partners lead efforts like the Walk to End Alzheimer’s, with CHRISTUS supporting through research engagement and awareness. • Cancer Awareness Fundraising: Local organizations spearhead fundraising events such as Relay for Life and the Breast Cancer Walk, with CHRISTUS associates contributing time and resources. • American Cancer Society Collaboration: The American Cancer Society leads cancer prevention and support efforts, with CHRISTUS providing sponsorship and active involvement. • Rural Health Outreach: Community-led rural health clinics serve elderly and low-income populations, with CHRISTUS supporting through partnerships and resource alignment.



Chapter 5: Conclusion





Conclusion

The CHRISTUS Southeast Texas Health System 2026-2028 Community Health Implementation Plan will guide our strategies over the next three years. The CHIP aligns the health priorities identified in the CHNA with our direct care, community benefit funding and community partnerships and collaborations. The triannual Community Health Needs Assessment and Community Health Implementation Plan provide a routine opportunity for us and our community partners to assess community health needs and how we are going to address them together.



Improving the overall health and wellness of a community requires a range of partnerships, both deep and wide. Community partnerships ensure that multiple perspectives are represented and that varied needs are met. Each entity has a role to play in meeting our vision of a community where:

- Mothers and babies have access to the care and support needed for healthy pregnancies, childbirth, growth and development.
- Children are well-equipped with the care and support to grow up physically and mentally healthy.
- Adults have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.
- Older adults have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being .
- Community members receive compassionate, high-quality care that honors their dignity, life experiences and unique needs.

Contact Information

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An electronic version of this Community Health Implementation Plan is publicly available at:

CHRISTUS Health’s website

CHRISTUShealth.org/connect/community/community-needs

