

Cross Creek Hospital Together with Ascension Seton

**Implementation Strategy for the 2024 CHNA
Travis County, Texas**



Ascension



The purpose of this Implementation Strategy (IS) is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment (CHNA). The significant health needs the hospital does not intend to address are identified, and a rationale is provided. Special attention has been given to the needs of individuals and communities at increased risk for poor health outcomes or experiencing social factors that place them at risk.

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The 2024 Community Health Needs Assessment report was approved by the Cross Creek Hospital Together with Ascension Governing Board on April 20, 2026, and applies to the following time frame : April 20, 2026 to June 30, 2028. This report can be found at our public website.

We value the community's voice and welcome feedback on this report. Please visit our public website (<https://healthcare.ascension.org/chna>) to submit your comments.

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Introduction

As one of the leading non-profit and Catholic health systems in the United States, Ascension is committed to delivering compassionate, personalized care to all, with special attention to impoverished and vulnerable persons.

About Ascension

Ascension is one of the nation's leading non-profit and Catholic health systems, with a Mission of delivering compassionate, personalized care to all with special attention to those most vulnerable. In FY2024, Ascension provided \$2.1 billion in care of persons living in poverty and other community benefit programs. Across 16 states and the District of Columbia, Ascension's network encompasses approximately 106,000 associates, 26,000 aligned providers, 105 wholly owned or consolidated hospitals, and 34 senior living facilities. Additionally, through strategic partnerships, Ascension holds an ownership interest in 26 other hospitals.

Ascension's Mission provides a strong framework and guidance for the work done to meet the needs of communities across the US. It is foundational to transform healthcare and express priorities when providing care and services, particularly to those most in need.

Mission: Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

For more information about Ascension, visit <https://www.ascension.org/>.

Ascension Texas

Serving Texas for more than 120 years, Ascension Texas operates 12 hospitals and 222 sites of care, employing 16,000 associates across Central Texas. Ascension operates Ascension Providence in Waco and Ascension Seton, which includes Dell Children's Medical Center, the region's only comprehensive children's hospital and pediatric Level I trauma center, and Dell Seton Medical Center at The University of Texas, the region's only Level I trauma center for adults. Ascension Seton partners with Dell Medical School at The University of Texas at Austin and shares a common vision of transforming healthcare through a focus on quality and value. On average, Ascension Texas provides \$562 million annually in charity care and community benefit across Central Texas. Visit www.ascension.org and www.dellchildrens.net.

Cross Creek Hospital

Cross Creek Hospital Together with Ascension Seton offers a compassionate and caring environment where highly trained and qualified mental health professionals are devoted to providing comprehensive inpatient treatment for children, adolescents, adults, and senior adults who are struggling with mental, emotional, and behavioral concerns. By meeting all our patients with an open heart and treating them with the respect and dignity they deserve, we make it our mission to reduce the symptoms they are suffering from so that they can experience an overall improvement in their quality of life.

Cross Creek Hospital Together with Ascension Seton is comprised of eight different units, with patients enjoying comfortable stays in an area of our campus where they will be surrounded by peers who are of similar age and who are facing similar concerns. Our 22-bed child and adolescent inpatient unit is a dedicated space for young people ages 8-17. The unit is locked and separate from the adult units, ensuring that they receive care in a manner that is most appropriate for their developmental stage.

Through the implementation of an individualized, holistic approach to treatment that maximizes patient care, those who take part in inpatient programming will be provided with therapeutic interventions that focus on facilitating increased stabilization and improved mental wellness.

<https://www.crosscreekhospital.com>.

Overview of the Implementation Strategy

Needs Prioritization

Included in Code Section 501(r)(3) is the requirement that hospitals must provide a description of the process and criteria used to determine the most significant health needs of the community identified through the CHNA, along with a description of the process and criteria used to determine the prioritized needs to be addressed by the hospital. In collaboration with community partners, Ascension Seton used a phased prioritization approach to identify community health needs. The first step was to determine the broader set of identified needs. The CHNA assessment narrowed identified needs to a group of significant needs determined most crucial for community stakeholders to address.

After completing the CHNA assessment, significant needs were further narrowed down by the Ascension Seton CHNA Steering Committee to the prioritized needs which the network of Ascension Seton hospitals will address. To arrive at the prioritized needs, Ascension Seton leaders used rank-choice voting based on criteria including alignment with Ascension's mission and capacity to impact followed by group discussion and final discernment.

Following the completion of the current CHNA, Ascension Seton has selected the prioritized needs outlined below:

- Healthcare Access and Quality
- Mental and Behavioral Health
- Social Determinants of Health
- Maternal and Child Health

Needs That Will Be Addressed

Ascension Seton understands the importance of all the community's health needs. It is committed to playing an active role in improving the health of the people in the communities it serves. As a system, Ascension Seton will address all of the prioritized needs. However, individual hospitals, including some of our joint venture hospitals, may not address all four needs. The needs prioritized by Ascension Seton that will be addressed by Cross Creek Hospital are Healthcare Access and Quality, Mental and Behavioral Health, and Social Determinants of Health.

Needs That Will Not Be Addressed

For this implementation strategy, Cross Creek Hospital will not address Maternal and Child Health as these groups are not the primary populations served by the hospital.

Written Comments

This IS has been made available to the public and is open for public comment. Questions or comments about this Implementation Strategy can be submitted via the website:

<https://healthcare.ascension.org/chna>.

Approval and Adoption of the IS by Cross Creek Hospital

The 2024 CHNA was completed by Ascension Seton before Acadia Healthcare and Ascension Seton formed a joint venture to expand behavioral health services at Cross Creek Hospital. As part of the partnership with Ascension Seton, Cross Creek Hospital adopted the CHNA report and developed this Implementation Strategy report to reflect the region where Cross Creek Hospital is located.

To ensure Cross Creek Hospital's efforts meet the needs of the community and have a lasting and meaningful impact, the 2024 Implementation Strategy was presented and adopted by the Cross Creek Hospital Together with Ascension Governing Board on April 20, 2026. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions of the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been developed to address prioritized needs.

Action Plans

The IS below is based on prioritized needs from the hospital’s most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years.

Prioritized Need: Healthcare Access and Quality
<p>Background Access to quality healthcare is critical for addressing health needs that are acute, chronic or preventive. Cross Creek Hospital will address Healthcare Access and Quality by focusing on improving access to mental health services.</p>
<p>Collaborators</p> <ul style="list-style-type: none"> • Cross Creek Hospital clinicians and staff • Community-based mental health providers

<p>STRATEGY 1: Improve access to health services in the community with a focus on community members who experience high barriers to care</p>	
<p>Anticipated Impact Community members who maintain mental health and are able to receive mental healthcare in the right setting for the appropriate level of care needed</p>	
<p>Resources</p> <ul style="list-style-type: none"> • Associate time for assessments and navigation support • Assessment instruments for determining appropriate referrals 	
ACTION STEPS	ROLE/OWNER
Cross Creek Hospital will complete Behavioral Health Assessments at no cost for individuals who may qualify for community-based mental health services	Intake/Admissions Department
Cross Creek Hospital will identify appropriate level of care for community-based mental health services within the Ascension Seton service area	All Psychiatrists/ Chief Medical Officer

Prioritized Need: Mental and Behavioral Health

Background

Mental health is a key component of overall health and is closely linked to physical health. Mental health conditions are among the most common health conditions in the United States. Cross Creek Hospital is a critical partner in the community for addressing mental and behavioral health concerns as hospitals are often a front door for people experiencing mental health crises.

Access to mental healthcare includes similar components as access to physical healthcare, however there are also unique aspects. Some of the unique concerns of mental healthcare access include: appropriate reimbursement for services, growing and maintaining a qualified and specialized workforce and the ability to meet the demand for appropriate levels of care including long-term care.

Collaborators

- Cross Creek Hospital
- Community partners who may encounter those in mental health crisis

STRATEGY 1:

Offer hospital and/or community-based health education to improve mental health literacy and awareness
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Anticipated Impact

Increased community knowledge/awareness of factors that affect mental health
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Resources

- Associate time
- Educational and program materials

ACTION STEPS	ROLE/OWNER
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ACTION STEPS	ROLE/OWNER
Develop relationships with community partners who host events and gatherings appropriate for health trainings, education booths or education distribution	Business Development Department
Enhance community responsiveness to mental health challenges and increase awareness of resources through training and education for associates and the community	Business Development Department
Provide health training or education at a minimum of one community-based event	Business Development Department

Prioritized Need: Social Determinants of Health
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Background

Social determinants of health (SDOH), sometimes referred to as nonmedical drivers of health, are the conditions in the environment where people are born, live, learn, work, play, worship and age that affect a wide range of health outcomes. They are grouped into five categories: economic stability, education access and quality, health care access and quality, neighborhood and built environment, and social and community context. SDOH can affect health outcomes in varied ways. Some SDOH include the ability to meet immediate needs and engage in health maintenance behaviors such as access to job opportunities that pay a living wage, access to healthy food and safe spaces to exercise. Other SDOH can affect longer-term and even generational health outcomes such as educational attainment, socioeconomic factors, and localized environmental pollution.

Collaborators

- Cross Creek Hospital

STRATEGY 1:

Support improved health outcomes that are caused or influenced by non-medical factors in the community by providing transportation for mental health services

Anticipated Impact

Reduce poor health outcomes that are associated with non-clinical social factors such as lack of transportation for mental health services

Resources

- Cross Creek Hospital clinical and administrative teams

ACTION STEPS	ROLE/OWNER
Provide transportation to appointments for eligible patients living less than 20 miles from Cross Creek Hospital who are experiencing transportation barriers.	Cross Creek Hospital Transportation Department
Provide virtual mental health appointments for patients living more than 20 miles from Cross Creek Hospital who are experiencing transportation barriers.	Cross Creek Hospital's Outpatient Program

Evaluation

Cross Creek Hospital will develop a comprehensive measurement and evaluation process for the implementation strategy. The hospital will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community.