



Baylor Scott & White Health Waco - McLennan Health Community

Community Health Implementation Strategies 2022

An Action Plan for the Community Health Needs Assessment



Waco - McLennan Health Community hospitals

- ▼ Baylor Scott & White Medical Center - Hillcrest
- ▼ Baylor Scott & White Clinic

Table of contents

Executive summary	4
Letter to the community	5
Waco - McLennan Health Community implementation strategies	6
Waco - McLennan Health Community needs	7
Implementation strategies addressing:	
Priority need 2: Access to healthcare/resources	8
Priority need 3: Infant mortality rate	10
Priority need 4: Access to mental healthcare (providers/resources)	11
Priority need 5: Household income/poverty	13
Community needs not addressed	14
Program evaluation	15

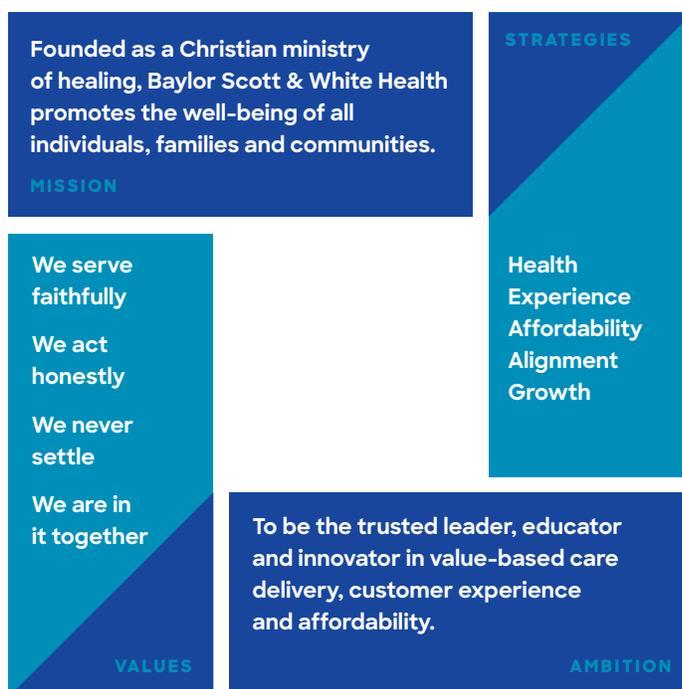
Executive summary

As the largest not-for-profit healthcare system in Texas, Baylor Scott & White Health (BSWH) understands the importance of serving the health needs of its communities. To do that successfully, BSWH is constantly surveying patients, their families and neighbors to understand the issues they face when it comes to making healthy life choices and healthcare decisions.

In early 2022, a BSWH task force led by the community benefit, tax compliance and corporate marketing departments began assessing the current health needs of all the communities served by BSWH hospitals. IBM Watson Health analyzed the data for this process and prepared a final report made publicly available in June 2022.

For the 2022 assessment, the community served by Baylor Scott & White Medical Center – Hillcrest is McLennan County. BSWH has at least one hospital facility or a provider-based clinic in the county, and it comprises where more than 70% of the admitted patients live, according to the hospital facility's inpatient admissions over the 12-month period of FY20.

BSWH and IBM Watson Health examined more than 59 public health indicators and conducted a benchmark analysis of this data, comparing the community to overall state of Texas and US values. A community focus group, including a representation of minority, underserved and indigent populations, provided input for a qualitative analysis. Group interviews with key community leaders and public health experts provided depth and context to the report.



Any community needs that did not meet state benchmarks were included in a magnitude analysis index. Understanding the degree of difference from the benchmark helped determine the relative severity of the issue. The outcomes of this quantitative analysis were aligned with the qualitative findings of the community input sessions to elicit a list of health needs in the community. These health needs fell into one of four quadrants within a health needs matrix: high data/low qualitative, low data/low qualitative, low data/high qualitative or high data/high qualitative.

Hospital and clinic leadership, along with community leaders, reviewed the matrix in a session that established a list of significant prioritized needs. The session included an overview of the community demographics, a summary of health data findings and an explanation of the quadrants of the health needs matrix.

Those health needs falling into the “high data/high qualitative” quadrant were considered the most significant and in need of the most attention. Each session attendee identified and prioritized six needs. The most significant health needs emerged from this process.

Letter to the community

Baylor Scott & White is committed to improving health in the communities we serve. As part of that commitment, we conduct a Community Health Needs Assessment (CHNA) every three years and report on our community's current health needs. We also provide the Community Health Implementation Strategies report, which is our plan for addressing the identified needs.

We are pleased to present the 2022 implementation strategies for the Waco - McLennan Health Community, a companion piece to the CHNA that provides plans for addressing our most pressing health needs. The CHNA for the health community hospital facilities incorporates input from influencers such as key stakeholders, area residents, faith-based organizations, healthcare providers, neighborhood association leaders, elected officials, health professionals, hospital and system leaders, the medically underserved, and others.

The full report can be found at BSWHealth.com/CommunityNeeds.

As part of the largest not-for-profit health system in Texas, we take our commitment to the Waco - McLennan Health Community very seriously. By working with community organizations and residents, we have identified and will focus on some of the toughest problems plaguing our most vulnerable residents.

Sincerely,

Baylor Scott & White Medical Center - Hillcrest

Waco - McLennan Health Community implementation strategies

The overall purpose of the implementation strategies is to align the hospital's charitable mission, program services and limited resources with the findings of the CHNA. To meet the requirements under IRC Section 501(r)(3) and the Texas Health and Safety code Chapter 311, the written implementation strategies include the following:

- ▼ A list of the prioritized needs the hospital plans to address and the rationale for not addressing other significant health needs identified
- ▼ Actions the hospital intends to take to address the chosen health needs
- ▼ The anticipated impact of these actions and the plan to evaluate such impact (e.g., identify data sources that will be used to track the plan's impact)
- ▼ Identification of programs and resources the hospital plans to commit to addressing the health needs
- ▼ Description of any planned collaboration between the hospital and other facilities or organizations in addressing the health needs

Waco - McLennan Health Community needs

The following health concerns are identified in priority order based on the results of the CHNA.

Priority	Need	Category of need
1	Food insecurity/limited access to healthy foods	Environment
2	Access to healthcare/resources	Access to care
3	Infant mortality rate	Injury and death
4	Access to mental healthcare (providers/resources)	Mental health
5	Household income/poverty	Population and income
6	Diabetes	Conditions/diseases
7	Obesity	Conditions/diseases
8	Language barriers	Population and income

The facilities listed below collaborated to develop these joint implementation strategies addressing the significant health needs identified above. Hospital leadership selected the following health needs to confront in collaboration with the community and based on the anticipated impact, available hospital and clinic resources, and the expertise of the respective facilities.

Community needs addressed

Facility	Access to healthcare/resources	Infant mortality rate	Access to mental healthcare (providers/resources)	Household income/poverty
Baylor Scott & White Medical Center - Hillcrest				
Baylor Scott & White Clinic				

Implementation strategies

Baylor Scott & White Medical Center – Hillcrest

Priority need 2: Access to healthcare/resources

<p>Planned programs/ strategies</p>	<ul style="list-style-type: none"> ▼ Partnership with Waco Family Medicine ▼ Virtual care 24/7 through the MyBSWHealth app ▼ Faith Community Health: Members of the faith community are trained to connect community members to health and social services available in the area. This is an effort to integrate faith workers and healthcare through health educators, faith community nurses, home visits and church volunteer members. ▼ In-kind medical supply and equipment donations to local non-profits supporting healthcare programs ▼ Cash and in-kind contributions to other not-for-profit community organizations ▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Increased access to healthcare resources for patients ▼ Help all populations reach optimal health by integrating faith communities with healthcare to increase effective patient navigation, education and support ▼ Other non-profit organizations are better able to help patients at a first touch point rather than having to send them to the hospital for care ▼ Increased access to primary care and/or specialty care for indigent people regardless of their ability to pay
<p>Hospital resources</p>	<ul style="list-style-type: none"> ▼ Financial support ▼ In-kind donations ▼ Outreach/health education materials ▼ Meeting space/virtual platform ▼ Staff time ▼ Supplies
<p>Community partner(s) involved in the work</p>	<ul style="list-style-type: none"> ▼ Waco Family Medicine ▼ Faith Community Health ▼ Faith in Action Initiatives ▼ Community organizations applying for support ▼ Local churches ▼ Prosper Waco
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Referrals to Waco Family Medicine ▼ Number of appointments via the MyBSWHealth app ▼ Number of church partners, trainings and people served by the Faith Community Health program ▼ Amount of financial and in-kind contributions ▼ Number of people receiving financial assistance; unreimbursed cost of care

Baylor Scott & White Clinic

Priority need 2: Access to healthcare/resources

Planned programs/ strategies	<ul style="list-style-type: none">▼ Partnership with Waco Family Medicine▼ Virtual care 24/7 through the MyBSWHealth app▼ Referrals to convenient care clinics▼ Recruitment of additional primary care providers in all clinics▼ Development of a new clinic on Highway 84▼ Relocation of internal medicine office to MacArthur Drive▼ In-kind medical supply and equipment donations to local non-profits supporting healthcare programs▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy
Anticipated impacts	<ul style="list-style-type: none">▼ Increased access to healthcare resources for patients▼ More strategic location for growing and underserved market
Clinic resources	<ul style="list-style-type: none">▼ Financial support▼ In-kind donations▼ Outreach/health education materials▼ Meeting space/virtual platform▼ Staff time▼ Supplies
Community partner(s) involved in the work	<ul style="list-style-type: none">▼ Waco Family Medicine▼ Faith in Action Initiatives
Outcome measures	<ul style="list-style-type: none">▼ Referrals to Waco Family Medicine▼ Number of appointments via the MyBSWHealth app▼ Number of additional providers added▼ Number of new patients▼ Cost of supplies donated▼ Amount of financial and in-kind contributions▼ Number of people receiving financial assistance; unreimbursed cost of care

Baylor Scott & White Medical Center – Hillcrest

Priority need 3: Infant mortality rate

Planned programs/ strategies	<ul style="list-style-type: none"> ▼ Expansion of Nurse-Family Partnership to include rural areas of McLennan County. Nurse-Family Partnership is a program where specially educated nurses regularly visit first-time moms-to-be, starting early in the pregnancy and continuing through the child’s second birthday ▼ Lactation partnership ▼ Potential midwifery partnership with Waco Family Medicine ▼ Maternal sepsis gap closure ▼ Participation in TexasAIM (Alliance on Maternal Health) to improve maternal safety through best practices focusing on postpartum hemorrhage and hypertension ▼ Cash and in-kind contributions to other not-for-profit community organizations existing to address infant mortality and maternal health in the Waco community
Anticipated impacts	<ul style="list-style-type: none"> ▼ Help new moms provide a healthy start and a life of stability for their babies ▼ Improved infant mortality rate ▼ Reductions in obstetric hemorrhage ▼ Reductions in severe hypertension in pregnancy
Hospital resources	<ul style="list-style-type: none"> ▼ Financial support ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
Community partner(s) involved in the work	<ul style="list-style-type: none"> ▼ Waco Family Medicine ▼ Department of State Health Services ▼ Alliance for Innovation on Maternal Health ▼ Texas Hospital Association ▼ March of Dimes ▼ CareNet Pregnancy Center
Outcome measures	<ul style="list-style-type: none"> ▼ Infant mortality rate ▼ Maternal mortality and morbidity ▼ Postpartum hemorrhage rates ▼ Severe hypertension in pregnancy rates ▼ Number of visits by Nurse-Family Partnership nurses ▼ Number of contributions to not-for-profit organizations supporting infant and maternal health initiatives in the Waco community

Baylor Scott & White Medical Center – Hillcrest

Priority need 4: Access to mental healthcare (providers/resources)

Planned programs/ strategies	<ul style="list-style-type: none"> ▼ Referrals to community-based resources ▼ Support the development of the McLennan County Crisis Center – operated by MHMR ▼ Relationship with Oceans Behavioral Health ▼ Development of a hospital-based police department from level 3 security officers to allow trained police officers to handle behavioral issues more readily ▼ Tele-psych access in the emergency department ▼ Telehealth appointments for behavioral/mental health via the MyBSWHealth app ▼ Growth of Nurse-Family Partnership, where specially educated nurses regularly visit first-time moms-to-be, starting early in the pregnancy and continuing through the child’s second birthday. The program helps identify behavioral health issues during pregnancy and postpartum. ▼ Faith Community Health program ▼ Cash and in-kind contributions to other not-for-profit community organizations existing to increase access to care for the community ▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy
Anticipated impacts	<ul style="list-style-type: none"> ▼ Reduction in ED visits for those in need of mental health services ▼ Appropriate care provided to and referrals for behavioral health patients
Hospital resources	<ul style="list-style-type: none"> <li style="width: 50%;">▼ Financial support <li style="width: 50%;">▼ Staff time <li style="width: 50%;">▼ Outreach/health education materials <li style="width: 50%;">▼ Supplies <li style="width: 50%;">▼ Meeting space/virtual platform
Community partner(s) involved in the work	<ul style="list-style-type: none"> <li style="width: 50%;">▼ Prosper Waco <li style="width: 50%;">▼ Arc of McLennan County <li style="width: 50%;">▼ McLennan County <li style="width: 50%;">▼ Bartimaeus Ministries <li style="width: 50%;">▼ MHMR <li style="width: 50%;">▼ CASA of McLennan County <li style="width: 50%;">▼ Waco Family Medicine <li style="width: 50%;">▼ Cenikor <li style="width: 50%;">▼ Oceans Behavioral Health <li style="width: 50%;">▼ The Cove <li style="width: 50%;">▼ Nurse-Family Partnership <li style="width: 50%;">▼ Waco Family Abuse Center <li style="width: 50%;">▼ Advocacy Center for Crime Victims and Children <li style="width: 50%;">▼ Local churches <li style="width: 50%;">▼ Waco VA Medical Center
Outcome measures	<ul style="list-style-type: none"> ▼ Referrals to community resources ▼ Number of tele-psych referrals and visits ▼ Number of behavioral health telehealth referrals and appointments via the MyBSWHealth app ▼ Number of church partners, trainings and people served by the Faith Community Health program ▼ Number of visits by Nurse-Family Partnership nurses ▼ Amount of financial and in-kind contributions ▼ Number of people receiving financial assistance; unreimbursed cost of care

Priority need 4: Access to mental healthcare (providers/resources)

<p>Planned programs/ strategies</p>	<ul style="list-style-type: none"> ▼ Referrals to community-based resources ▼ Implementation of collaborative care management model in primary care clinics ▼ Partnership with Waco Family Medicine (FQHC) and MHMR crisis center for medical screenings, family practice and psychiatric medicine training programs ▼ Telehealth appointments for behavioral/mental health via the MyBSWHealth app ▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Increased access to mental healthcare providers and resources
<p>Clinic resources</p>	<ul style="list-style-type: none"> ▼ Financial support ▼ Outreach/health education materials ▼ Meeting space/virtual platform ▼ Staff time ▼ Supplies
<p>Community partner(s) involved in the work</p>	<ul style="list-style-type: none"> ▼ McLennan County ▼ MHMR ▼ Waco Family Medicine
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Referrals to community resources ▼ Number of tele-psych referrals and visits ▼ Number of behavioral health telehealth referrals and appointments via the MyBSWHealth app ▼ Number of people receiving financial assistance; unreimbursed cost of care

Priority need 5: Household income/poverty

<p>Planned programs/ strategies</p>	<ul style="list-style-type: none"> ▼ Growth of Nurse–Family Partnership, where specially educated nurses regularly visit first-time moms-to-be, starting early in the pregnancy and continuing through the child’s second birthday ▼ Partnership with Greater Waco Area Advanced Healthcare Academy, where high school students graduate with a certified nursing assistant certificate and enter a job placement program ▼ Partnerships with local schools to provide medical training programs, including phlebotomy, certified medical assistant and sterile processing ▼ Cash and in-kind contributions to other not-for-profit community organizations existing to address poverty in the Waco community ▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Help new moms provide a healthy start and a life of stability for their babies ▼ Support individuals in graduating into high-skilled jobs to develop a strong workforce ▼ Increased access to primary care and/or specialty care for indigent people regardless of their ability to pay
<p>Hospital resources</p>	<ul style="list-style-type: none"> ▼ Financial support ▼ In-kind donations ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
<p>Community partner(s) involved in the work</p>	<ul style="list-style-type: none"> ▼ Nurse–Family Partnership ▼ Greater Waco Area Advanced Healthcare Academy ▼ Local high schools ▼ Caritas ▼ Central Texas Food Bank ▼ Compassion Ministries ▼ Meals on Wheels ▼ Prosper Waco
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Number of visits by Nurse–Family Partnership nurses ▼ People served through workforce development programs ▼ Number of contributions to not-for-profit organizations supporting poverty initiatives in the Waco community ▼ Number of people receiving financial assistance; unreimbursed cost of care

Community needs not addressed

BSWH provides a wide range of needed healthcare services and community benefits through adherence to its mission, using its resources and capabilities, and remaining a strong organization. By focusing on our strengths and allocating our resources appropriately, we can achieve a greater impact in the communities we serve.

Needs not addressed:

- ▼ Food insecurity/limited access to healthy foods
- ▼ Diabetes
- ▼ Obesity
- ▼ Language barriers

There are multiple community and state agencies whose expertise and infrastructure are better suited for meeting the needs not addressed in the Community Health Implementation Strategies. Therefore, BSWH leadership has opted to focus its resources on the listed priorities for the betterment of the community.

Program evaluation

All community benefit activities align with community benefit goals by adhering to BSWH's policies and procedures. This ensures appropriate governance of the activities outlined in these Community Health Implementation Strategies. The hospitals evaluate programs and activities on a regular basis to ensure the appropriate use of staff time and hospital resources.

To support the hospital's community benefit objectives, requests for contributions from other unrelated 501(c)(3) charitable organizations managed by the community benefit department are considered, and those activities addressing a priority need in the community are given preference. All charitable giving is reviewed and approved annually by hospital leadership and the BSWH governing board.

BSWH regularly assesses, evaluates and reports on the programs addressing the significant needs found in identified communities. Regular conversations with community members, feedback on this plan, and modifying programs and services enhance the opportunities patients have to connect to community resources. As a result, these hospital facilities achieve a reduction in unnecessary healthcare costs and improved delivery of overall quality of care.

Please direct any feedback on the assessment or implementation plan to CommunityHealth@BSWHealth.org.

This document may be accessed at BSWHealth.com/CommunityNeeds.



Physicians provide clinical services as members of the medical staff at one of Baylor Scott & White Health's subsidiary, community or affiliated medical centers and do not provide clinical services as employees or agents of those medical centers or Baylor Scott & White Health. ©2022 Baylor Scott & White Health. 63-ALL-698104 BID