



# **Baylor Scott & White Health West Fort Worth Health Community**

**Community Health Implementation Strategies 2022**

An Action Plan for the Community Health Needs Assessment



# West Fort Worth Health Community hospitals

- ▼ [Baylor Scott & White All Saints Medical Center - Fort Worth](#)
- ▼ [Baylor Scott & White Institute for Rehabilitation - Fort Worth](#)
- ▼ [Baylor Scott & White Surgical Hospital - Fort Worth](#)

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# 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.

The West Fort Worth Health Community is home to a number of these hospitals with overlapping communities, including:

- ▶ Baylor Scott & White All Saints Medical Center – Fort Worth
- ▶ Baylor Scott & White Institute for Rehabilitation – Fort Worth
- ▶ Baylor Scott & White Surgical Hospital – Fort Worth

The community served by the hospital facilities listed above is Hood, Johnson, Parker and Tarrant counties and was determined based on the contiguous ZIP codes within the associated counties that made up nearly 80% of the hospital facilities' 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 West Fort Worth 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](https://www.bswhealth.com/CommunityNeeds).

As part of the largest not-for-profit health system in Texas, we take our commitment to the West Fort Worth 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,

**West Fort Worth Health Community Hospitals**

# West Fort Worth Health Community implementation strategies

The overall purpose of the implementation strategies is to align the hospitals' 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

# West Fort Worth 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	Access to healthy food/food insecurity	Environment
2	Access to mental healthcare providers/behavioral healthcare services	Mental health
3	Uninsured/underinsured/poverty	Access to care
4	Adult and child obesity	Conditions/diseases
5	Lack of appropriate transportation	Environment
6	Physical inactivity/physically unhealthy days	Healthy behaviors
7	Access to healthcare providers (primary care and dental)	Access to care

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 healthy food/food insecurity	Access to mental healthcare providers/behavioral healthcare services	Uninsured/underinsured/poverty	Adult and child obesity	Lack of appropriate transportation	Physical inactivity/physically unhealthy days	Access to healthcare providers (primary care and dental)
Baylor Scott & White All Saints Medical Center – Fort Worth							
Baylor Scott & White Institute for Rehabilitation – Fort Worth							
Baylor Scott & White Surgical Hospital – Fort Worth							

# Implementation strategies

Baylor Scott & White All Saints Medical Center – Fort Worth

## Priority need 1: Access to healthy food/food insecurity

<b>Planned programs/ strategies</b>	<ul style="list-style-type: none"> <li>▶ Partner with community organizations to provide meal provisions to the underserved and medically necessary communities</li> <li>▶ Partner with Healthy Tarrant County Collaboration to increase access to healthy foods in underserved areas</li> <li>▶ Cash and in-kind contributions to other not-for-profit community organizations</li> </ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"> <li>▶ Meal provisions for oncology patients</li> <li>▶ Food assistance for underserved populations</li> <li>▶ Provide grants for piloting and implementing healthy retail policies and farming options</li> <li>▶ Improved health outcomes over time</li> </ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"> <li>▶ Financial support</li> <li>▶ In-kind donations</li> <li>▶ Outreach/health education materials</li> <li>▶ Staff time</li> <li>▶ Supplies</li> </ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"> <li>▶ Tarrant Area Food Bank</li> <li>▶ Cuisine for Healing</li> <li>▶ Healthy Tarrant County Collaboration</li> <li>▶ Faith Community Health</li> <li>▶ Faith in Action Initiatives</li> </ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"> <li>▶ Referrals to community resources</li> <li>▶ Outcomes reported by partnering organizations</li> <li>▶ Amount of financial and in-kind contributions</li> <li>▶ People served by community health education outreach</li> </ul>

**Priority need 2: Access to mental healthcare/behavioral healthcare providers**

<p><b>Planned programs/strategies</b></p>	<ul style="list-style-type: none"> <li>▼ Mental health screening in the emergency department; tele-psych services available for evaluations</li> <li>▼ Provide depression screenings at health fairs utilizing the Anxiety and Depression Association of America’s depression screening tool</li> <li>▼ Child life specialist referrals</li> <li>▼ Organize and promote support groups for oncology patients and family members</li> <li>▼ Address mental health stigma in the community through health education</li> <li>▼ Partnership with JPS Health Network–JPS staff member on-site at the hospital to connect patients to mental/behavioral services post-discharge</li> <li>▼ Cash and in-kind contributions to not-for-profit community organizations that provide mental health resources</li> </ul>
<p><b>Anticipated impacts</b></p>	<ul style="list-style-type: none"> <li>▼ More adults screened for depression</li> <li>▼ Evidence-based care provided to children during the illness or injury of a family member</li> <li>▼ Improved quality of life and increased education for oncology patients and their families</li> <li>▼ Educated community on signs, symptoms and resources for mental health</li> </ul>
<p><b>Hospital resources</b></p>	<ul style="list-style-type: none"> <li>▼ Financial support</li> <li>▼ In-kind donations</li> <li>▼ Outreach/health education materials</li> <li>▼ Staff time</li> <li>▼ Supplies</li> </ul>
<p><b>Community partner(s) involved in the work</b></p>	<ul style="list-style-type: none"> <li>▼ Union Gospel Mission</li> <li>▼ City of Arlington</li> <li>▼ Joan Katz Cancer Resource Center</li> <li>▼ JPS Health</li> <li>▼ Catholic Charities</li> <li>▼ Cancer Care Services</li> </ul>
<p><b>Outcome measures</b></p>	<ul style="list-style-type: none"> <li>▼ Number of tele-psych referrals and visits</li> <li>▼ Referrals to community resources</li> <li>▼ Referrals to child life specialist</li> <li>▼ Number of support groups</li> <li>▼ Number of people served by community health education outreach</li> <li>▼ Outcomes reported by partnering organizations</li> <li>▼ Amount of financial and in-kind contributions</li> </ul>

Baylor Scott & White All Saints Medical Center – Fort Worth  
Baylor Scott & White Institute for Rehabilitation – Fort Worth  
Baylor Scott & White Surgical Hospital – Fort Worth

### Priority need 3: Uninsured/underinsured/poverty

<b>Planned programs/strategies</b>	<ul style="list-style-type: none"><li>▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>▼ Increase access to free and low-cost healthcare</li></ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"><li>▼ Financial support</li><li>▼ Staff time</li><li>▼ Supplies</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>▼ Number of people receiving financial assistance; unreimbursed cost of care</li></ul>

## Baylor Scott & White All Saints Medical Center – Fort Worth

### Priority need 4: Adult and child obesity

<b>Planned programs/strategies</b>	<ul style="list-style-type: none"><li>▼ Provide community with resources about chronic disease support groups, including heart disease, weight loss, hypertension and diabetes</li><li>▼ Perform BMI and body fat screenings at health fairs</li><li>▼ Services through the Carter Rehabilitation and Fitness Center</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>▼ Increased community health education</li><li>▼ Resources provided to promote active lifestyles</li><li>▼ Improved health outcomes over time</li></ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"><li>▼ Financial support</li><li>▼ In-kind donations</li><li>▼ Outreach/health education materials</li><li>▼ Meeting space/virtual platform</li><li>▼ Staff time</li><li>▼ Supplies</li></ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"><li>▼ Fit Worth</li><li>▼ American Heart Association</li><li>▼ Fit Steps</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>▼ Referrals to community resources</li><li>▼ Outcomes reported by partnering organizations</li><li>▼ Number of people served by community health education outreach</li><li>▼ Number of events</li></ul>

**Priority need 4: Adult and child obesity**

<b>Planned programs/ strategies</b>	<ul style="list-style-type: none"><li>▼ Pre-operative dietitian consultations for patients to ensure nutritional optimization</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>▼ Improved surgical recovery</li><li>▼ Ease of recovery with optimal nutrition</li></ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"><li>▼ Outreach/health education materials</li><li>▼ Meeting space/virtual platform</li><li>▼ Staff time</li><li>▼ Supplies</li></ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"><li>▼ Cura – contracted service that provides dietitian and resources to patients</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>▼ Contracted amount with Cura</li><li>▼ Number of patients receiving dietary consultations from Cura</li></ul>

## Baylor Scott & White All Saints Medical Center – Fort Worth

### Priority need 5: Lack of appropriate transportation

<b>Planned programs/strategies</b>	<ul style="list-style-type: none"><li>▼ Referrals to community organizations that provide transportation to patients</li><li>▼ Ride Health</li><li>▼ Cash and in-kind contributions to not-for-profit community organizations that provide transportation resources</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>▼ Increased access to transportation services to medical appointments</li></ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"><li>▼ Financial support</li><li>▼ In-kind donations</li><li>▼ Outreach/health education materials</li><li>▼ Meeting space/virtual platform</li><li>▼ Staff time</li><li>▼ Supplies</li></ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"><li>▼ Catholic Charities</li><li>▼ Cancer Care Services</li><li>▼ Ride Health</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>▼ Referrals to community resources</li><li>▼ Number of rides given through Ride Health</li><li>▼ Amount of financial and in-kind contributions</li></ul>

### Priority need 5: Lack of appropriate transportation

<b>Planned programs/ strategies</b>	<ul style="list-style-type: none"><li>▼ Provide or refer patients to appropriate transportation services for pre-admit, discharge and follow-up appointments, including Metrocare, Uber health, etc.</li><li>▼ Develop in-house adaptive driving program</li><li>▼ Connect with Brain Injury of Dallas and provide data to partner for transportation</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>▼ Follow-up appointment compliance</li><li>▼ Reduced readmissions to ER</li><li>▼ Identify transportation barriers and provide resources</li></ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"><li>▼ Financial support</li><li>▼ In-kind donations</li><li>▼ Outreach/health education materials</li><li>▼ Meeting space/virtual platform</li><li>▼ Staff time</li><li>▼ Supplies</li></ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"><li>▼ Brain Injury of Dallas</li><li>▼ Catholic Charities</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>▼ Referrals to community resources</li><li>▼ Number of rides given</li></ul>

**Priority need 6: Physical inactivity/physically unhealthy days**

<p><b>Planned programs/strategies</b></p>	<ul style="list-style-type: none"> <li>▼ Provide health and physical activity education post-discharge</li> <li>▼ Provide gym resources to patients requiring a home exercise program post-discharge</li> <li>▼ Group therapy education</li> <li>▼ Provide educational classes and in-kind donations, such as TheraBands, to independent living facilities and assisted living facilities</li> <li>▼ Partner with community organizations to promote physical education and reduce physical inactivity</li> </ul>
<p><b>Anticipated impacts</b></p>	<ul style="list-style-type: none"> <li>▼ Increased awareness of options to remain physically active</li> <li>▼ Improved health outcomes over time</li> </ul>
<p><b>Hospital resources</b></p>	<ul style="list-style-type: none"> <li>▼ Financial support</li> <li>▼ In-kind donations</li> <li>▼ Outreach/health education materials</li> <li>▼ Meeting space/virtual platform</li> <li>▼ Staff time</li> <li>▼ Supplies</li> </ul>
<p><b>Community partner(s) involved in the work</b></p>	<ul style="list-style-type: none"> <li>▼ Local independent living facilities and assisted living facilities</li> <li>▼ Silver Sneakers program</li> </ul>
<p><b>Outcome measures</b></p>	<ul style="list-style-type: none"> <li>▼ Number served</li> <li>▼ Number of education events</li> <li>▼ Participation hours</li> </ul>

## Baylor Scott & White Surgical Hospital – Fort Worth

### Priority need 6: Physical inactivity/physically unhealthy days

<b>Planned programs/strategies</b>	<ul style="list-style-type: none"><li>▼ Provide pre-hab classes for pre-surgical optimization</li><li>▼ Pre-surgical education regarding importance of sustained activity for overall health, recovery and weight management</li><li>▼ Post-surgical check-ins to encourage activity as prescribed</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>▼ Improved surgical recovery</li><li>▼ Injury prevention post-operatively</li><li>▼ Prevention of post-operative infections and complications</li></ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"><li>▼ Outreach/health education materials</li><li>▼ Meeting space/virtual platform</li><li>▼ Staff time</li><li>▼ Supplies</li></ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"><li>▼ Fort Worth Physical Therapy</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>▼ Attendance at pre-surgical classes</li><li>▼ Increase in activity level with post-surgical patient-reported outcomes</li><li>▼ Decrease in post-surgical infections</li></ul>

## Baylor Scott & White All Saints Medical Center – Fort Worth

### Priority need 7: Access to healthcare providers (primary care and dental)

<b>Planned programs/strategies</b>	<ul style="list-style-type: none"> <li>▼ Provide health screenings at health fairs in underserved locations</li> <li>▼ Refer patients to comprehensive primary care services at Baylor Scott &amp; White Community Care Clinic</li> <li>▼ Partner with JPS Connection</li> <li>▼ Provide immunizations to underserved communities</li> <li>▼ Clinical training program to prepare physicians and nurses for the medical workforce</li> <li>▼ Research that includes clinical and community health research and studies on healthcare delivery that are generalizable, shared with the public and funded by the government or a tax-exempt entity, including any of the entities in this health community</li> <li>▼ Cash and in-kind contributions to other not-for-profit community organizations</li> <li>▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy</li> </ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"> <li>▼ Increased number of immunizations</li> <li>▼ Increase number of healthcare providers in the community</li> <li>▼ 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</li> <li>▼ Increased access to primary care and/or specialty care for indigent people regardless of their ability to pay</li> </ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"> <li style="width: 50%;">▼ Financial support</li> <li style="width: 50%;">▼ Staff time</li> <li style="width: 50%;">▼ In-kind donations</li> <li style="width: 50%;">▼ Supplies</li> <li style="width: 100%;">▼ Outreach/health education materials</li> </ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"> <li style="width: 50%;">▼ Local not-for-profit organizations</li> <li style="width: 50%;">▼ TCU and UNTHSC School of Medicine</li> <li style="width: 50%;">▼ JPS Health Network</li> <li style="width: 50%;">▼ Other area colleges and universities</li> </ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"> <li>▼ Referrals to community resources</li> <li>▼ Outcomes reported by partnering organizations</li> <li>▼ People served by community health education outreach</li> <li>▼ Number of students entering clinical training programs</li> <li>▼ Amount of financial and in-kind contributions</li> <li>▼ Number of people receiving assistance, unreimbursed cost of care</li> </ul>

### Priority need 7: Access to healthcare providers (primary care and dental)

<b>Planned programs/ strategies</b>	<ul style="list-style-type: none"><li>▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>▼ Increased access to primary care and/or specialty care for indigent people regardless of their ability to pay</li></ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"><li>▼ Financial support</li><li>▼ Staff time</li><li>▼ Supplies</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>▼ Number of people receiving assistance, unreimbursed cost of care</li></ul>

## Baylor Scott & White Surgical Hospital – Fort Worth

### Priority need 7: Access to healthcare providers (primary care and dental)

<b>Planned programs/ strategies</b>	<ul style="list-style-type: none"><li>▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>▼ Increased access to primary care and/or specialty care for indigent people regardless of their ability to pay</li></ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"><li>▼ Financial support</li><li>▼ Staff time</li><li>▼ Supplies</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>▼ Number of people receiving assistance, unreimbursed cost of care</li></ul>

# 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](mailto:CommunityHealth@BSWHealth.org).

This document may be accessed at [BSWHealth.com/CommunityNeeds](https://BSWHealth.com/CommunityNeeds).



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