



Baylor Scott & White

HEALTH

IMPLEMENTATION STRATEGY

for the 2016

Community Health Needs Assessment

Baylor Scott & White Medical Center – Round Rock

Baylor Scott & White Medical Center – Taylor

Baylor Scott & White Emergency Medical Center – Cedar Park

Scott & White Clinic

Approved by: Baylor Scott & White Health – Central Texas Operating, Policy and Procedure Board on August 19, 2016 and posted to BaylorScottandWhite.com/CommunityNeeds on November 15, 2016

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Baylor Scott & White Health Mission Statement

OUR MISSION

Baylor Scott & White Health exists to serve all people by providing personalized health and wellness through exemplary care, education and research as a Christian ministry of healing.

“Personalized health” refers to a commitment to develop innovative therapies and procedures focusing on predictive, preventive and personalized care. For example, data from the electronic health record helps predict the possibility of disease in a person or a population. And with that knowledge, measures are put into place to either prevent the disease altogether or significantly decrease its impact on the patient or the population. Care is tailored to meet the individual medical, spiritual and emotional needs of patients.

“Wellness” refers to ongoing efforts to educate the people served, helping them get healthy and stay healthy.

“Christian ministry” reflects the heritage of Baylor Health Care’s founders and Drs. Scott and White, who showed their dedication to the spirit of servanthood — to equally serve people of all faiths and those of none.

WHO WE ARE

In 2013, Baylor Health Care System and Scott & White Healthcare became one.

The largest not-for-profit health care system in Texas, and one of the largest in the United States, Baylor Scott & White Health (BSWH) was born from the 2013 combination of Baylor Health Care System and Scott & White Healthcare.

Known for exceptional patient care for more than a century, the two organizations serve adjacent regions of Texas and operate on a foundation of complementary values and similar missions. BSWH includes 41 licensed hospitals, more than 900+ patient care sites, more than 6,600 active physicians, 43,750+ employees and the Scott & White Health Plan.

Over the years, Baylor and Scott & White have worked together as members of the High Value Healthcare Collaborative, the Texas Care Alliance and Healthcare Coalition of Texas and are two of the best known, top-quality health care systems in the country, not to mention in Texas.

After years of thoughtful deliberation, the leaders of Baylor Health Care System and Scott & White Healthcare decided to combine the strengths of the two health systems and create a new model system able to meet the demands of health care reform, the changing needs of patients and extraordinary recent advances in clinical care.

With a commitment to and a track record of innovation, collaboration, integrity and compassion for the patient, BSWH stands to be one of the nation's exemplary health care organizations.

OUR CORE VALUES & QUALITY PRINCIPLES

Specific values define the BSWH culture and should guide every conversation, decision and interaction with each other and with patients and their loved ones:

- *Integrity*: Living up to high ethical standards and showing respect for others
- *Servanthood*: Serving with an attitude of unselfish concern
- *Teamwork*: Valuing each other while encouraging individual contribution and accountability
- *Excellence*: Delivering high quality while striving for continuous improvement
- *Innovation*: Discovering new concepts and opportunities to advance our mission
- *Stewardship*: Managing resources entrusted to us in a responsible manner

2016 Community Health Needs Assessment Summary

Community Served

BSWH owns and operates multiple individual licensed hospital facilities serving the residents of North and Central Texas. The following hospital facilities have defined their communities to be the same, and conducted a joint community health needs assessment.

- Baylor Scott & White Medical Center – Round Rock
- Baylor Scott & White Medical Center – Taylor
- Baylor Scott & White Emergency Medical Center – Cedar Park

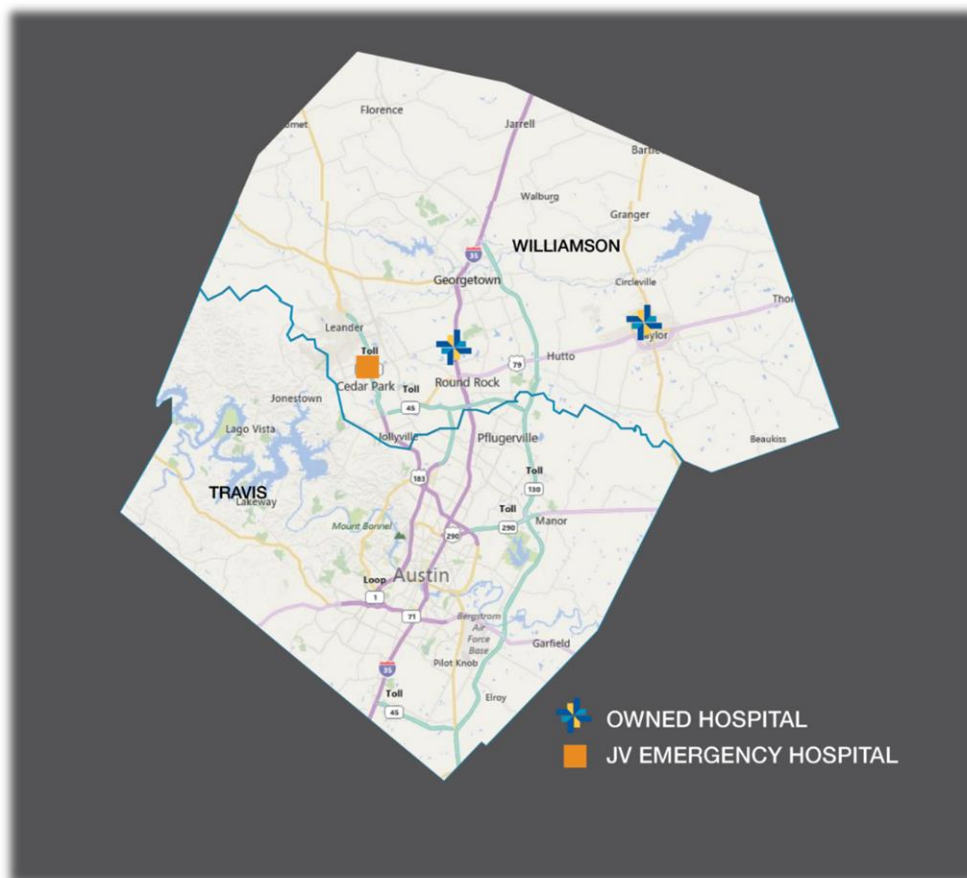
These same hospital facilities have also chosen to do a joint implementation strategy with another 501(c)(3) nonprofit organization:

- Scott & White Clinic

For the 2016 assessment process, the above hospital facilities defined their community to be the geographical area of Travis and Williamson counties. The community served was determined based on the counties that make up at least 75 percent of the hospital's inpatient and outpatient admissions.

BSWH Implementation Strategy

Map of Community Served



Highlights of community characteristics include:

- The population of the community served is expected to grow over 9% (152,000 people) by 2020. The 9% population growth is higher compared to the state growth rate of 7% and the national growth rate of 4%. The ZIP Codes expected to experience the most growth in five years:
 - 78732 Austin – 15.7%
 - 78738 Austin – 15.1%
 - 78747 Austin – 14.5%
 - 78754 Austin – 15.3%
 - 78634 Hutto - 14.6%
- The sixty-five plus age cohort was the fastest growing at 33%, and is expected to increase by nearly 50,000 seniors over the next five years. Growth in this population will likely contribute to an increase in healthcare utilization as the population continues to age. Moreover, those from 45 to 64 years of age are projected to grow by nearly 58,000 individuals, which will also contribute to an increase in the utilization of healthcare.
- With the exception of the Caucasian population, all races are expected to exceed a 10% growth rate over the next 5 years.
- The median household income for the community served was \$62,071. Sixty-four percent (64%) of the community was commercially insured. The population purchasing insurance through the health insurance exchange marketplace is expected to increase 65% by 2020. Within the community, up to 7% of the population are expected to purchase insurance on the exchanges by 2020. Over the next 5 years, Medicaid enrollment is projected to remain flat. Medicare and dual eligible enrollment will increase more in Travis County. Both counties are expected to experience a minimal decline in the number of uninsured individuals.
- The community includes thirteen (13) Health Professional Shortage Areas and two (2) Medically Underserved Areas as designated by the U.S. Department of Health and Human Services Health Resources Services Administration.

Health Professional Shortage Areas and Medically Underserved Areas and Populations

COUNTY	Health Professional Shortage Area (HPSA)			TOTAL HPSA	Medically Underserved Area/Population (MUAP)
	Dental Health	Mental Health	Primary Care		TOTAL MUAP
Travis County	2	2	3	7	1
Williamson County	2	2	2	6	1
TOTAL	4	4	5	13	2

Community Health Needs Assessment Process

Beginning in the summer of 2015, a BSWH task force led by the community benefit, tax compliance, and corporate marketing departments began the process of assessing the current health needs of the communities served by all BSWH hospitals. Truven Health Analytics was engaged to help collect and analyze the data for this process and to compile a final report made publicly available in June of 2016.

For the 2016 assessment, Baylor Scott & White Medical Center – Round Rock, Baylor Scott & White Medical Center – Taylor, and Baylor Scott & White Emergency Medical Center – Cedar Park defined their community to be the geographical area of Travis and Williamson Counties. The community served was determined based on the counties that make up at least 75 percent of the hospital facilities’ inpatient and outpatient admissions over a period of the past 12 months.

With the aid of Truven Health Analytics, nearly 70 public health indicators were examined and conducted a benchmark analysis of this data comparing the community to overall state of Texas and U.S. values. For a qualitative analysis, and in order to get input directly from the community, focus groups that included representation of minority, underserved and indigent populations’ needs. Several key informants in the community who were considered to be community leaders and public health experts were also interviewed.

Needs were first identified when an indicator for the community served did not meet state benchmarks. An index of magnitude analysis was then conducted on all the indicators that did not meet state benchmarks to determine the degree of difference from benchmark in order to indicate the relative severity of the issue. The outcomes of this quantitative analysis were aligned with the qualitative findings of the community input sessions to bring forth a list of health needs in the community. These health needs were then classified 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.

The matrix was reviewed by hospital and clinic leadership in a session to establish a list of significant needs and to prioritize them. The meeting was moderated by BSWH – Central Texas Director of Community Benefit and included an overview of the community demographics, summary of health data findings, and an explanation of the quadrants of the health needs matrix.

Participants all agreed that the health needs indicated in the quadrant labeled “high qualitative, high quantitative” deserved the most attention, and there was discussion around which indicators from that quadrant should be identified as significant.

A dotmocracy voting method was employed to identify the significant needs, and then to prioritize those needs. Each participant voted for only 5 of the health needs identified in the matrix. The votes were tallied and priority needs were established by the highest number of votes and were displayed in order of number of votes received.

2016 Significant Health Needs

The identified significant needs are listed below in rank order. A complete description of the needs and how they were identified—including the data collected, community input obtained, analyzation process, and prioritization methods used—can be found in the 2016 CHNA report available at <http://baylorcottandwhite.com/communityneeds>.

- 1. Chronic Disease** A chronic illness or disease is a disease lasting 3 months or more, by the definition of the U.S. National Center for Health Statistics. Chronic diseases generally cannot be prevented by vaccines or cured by medication, nor do they just disappear. Health damaging behaviors - particularly tobacco use, lack of physical activity, and poor eating habits - are major contributors to the leading chronic diseases. The management and prevention of chronic diseases was identified as a leading health need in the community according to the focus group and interview participants. Specifically, the community identified the lack of public education to create awareness of chronic diseases and the factors that contribute, such as obesity, cardiac health and diabetes.
- 2. Cancer** Addressing the prevalence of all cancer types was identified as a need by the community input sessions. According to the National Cancer Institute's State Cancer Profiles, this community's female breast cancer incidence was 120 cases per 100,000 people in Travis County and 121 cases per 100,000 in Williamson County. Both Travis and Williamson counties were higher than the state value of 113 cases. The Williamson County prostate cancer incidence rate also compares unfavorably to the state benchmark falling just above the state incidence rate of 115.7 cases per 100,000 people with a rate of 115.9 cases.
- 3. Primary Care Access** Barriers to accessing health care such as the cost of doctor visits/insurance, lack of transportation, and lack of health care infrastructure in outlying (more rural) areas were mentioned frequently in the community input sessions. The Centers for Medicare and Medicaid Services (CMS) identified that there was one non-physician primary care provider for every 2,264 residents in Williamson County. This was fewer providers per population than the 1,893 residents per non-physician primary care provider for the state as a whole.⁹ Travis County was better than the state benchmark for both measures.
- 4. Mental Health** was identified as a priority through the key informant interviews and focus group. Specifically needed was access to mental healthcare services to address issues such as depression, suicide, drug and substance abuse and tobacco usage. The need for education on the basics of mental health and counseling services was brought up by community members. Finally, the need to address the stigma associated with mental illness was identified due to the influence it often has on an individual's decision to seek treatment. The number of residents to one mental health provider was 1,101 in Williamson County compared to 1,034 in Texas. Travis County was lower than the state value with 449 residents per mental health provider.

The prioritized list of significant health needs has been presented and approved by the hospital facilities' governing body and the full assessment is available to the public at no cost for download on our website at BaylorScottandWhite.com/CommunityNeeds.

This joint implementation strategy and corresponding community health needs assessment are intended to meet the requirements for community benefit planning and reporting as set forth in state and federal laws, including but not limited to: Texas Health and Safety Code Chapter 311 and Internal Revenue Code Section 501(r).

Implementation Strategy Development and Adoption

A Community Benefit and Community Health Needs Assessment (CHNA) Task Force, made up of community benefit, tax compliance, and corporate marketing representatives was established to advise hospitals on the development of individual Implementation Strategies to address unmet community health needs. The Task Force is responsible for overseeing the CHNA process including the integration of the community benefit priorities into the system-wide strategic planning process.

The Task Force objectives include:

- Review and provide support for local hospital community benefit plans
- Ensure alignment of plans to System culture and strategies
- Provide guidance on tactics to address community health needs
- Ensure compliance with federal and state guidelines, regulations and filings
- Oversee program evaluation and tracking
- Secure successful adoption of plan by hospital board of directors

The Task Force relied on valuable input from key hospital, research, and strategic planning leaders throughout the process to support the Hospital in planning for implementation.

The following criteria were utilized to determine the priority areas to address:

- *Severity or prevalence of the issue*
- *Notable health disparities in specific populations*
- *Readiness of community population to change*
- *Resources available to impact the need*
- *Feasibility of possible interventions to affect change*
- *Ability to evaluate outcomes*

Our Corporate Structure and Efforts to Address Community Needs

Baylor Scott & White Medical Center– Round Rock, Baylor Scott & White Medical Center – Taylor and Baylor Scott & White Emergency Medical Center – Cedar Park are licensed not-for-profit entities and as such have completed an assessment of community health needs and developed a joint implementation strategy to meet federal requirements to maintain that status. A related entity, Scott & White Clinic (the Clinic), has separate clinic facilities that are invaluable in efforts to improve the health of our community both in treating patients as well as providing community benefits. Although the Clinic is not required by law to report its own community benefit, Clinic efforts around community health improvement are included in this plan as an extension of the work being done by the hospital for community benefit purposes.

By appropriately delegating resources within these facilities, strengthening local partnerships, and creating innovative programs both on the Hospital campus and within the community, Baylor Scott & White Medical Center– Round Rock, Baylor Scott & White Medical Center– Taylor, Baylor Scott & White Emergency Medical Center – Cedar Park and the Scott & White Clinic seek to make a positive impact on the following significant community health needs:

1. Chronic Disease
2. Cancer
3. Primary Care Access
4. Mental Health

The completed implementation strategy was adopted by the Baylor Scott & White Health – Central Texas Operating, Policy and Procedure Board on August 19, 2016, the fiduciary board of Baylor Scott & White Medical Center – Round Rock, Baylor Scott & White Medical Center – Taylor and Baylor Scott & White Emergency Medical Center – Cedar Park.

Addressing Community Health Needs

CHRONIC DISEASE

Facility: Baylor Scott & White Medical Center - Taylor

Program Name: Por Tu Familia Spanish Diabetes Education

Program Description: The hospital plans to host a series of diabetes education classes for the community in partnership with the American Diabetes Association, the Switzer Senior Community Center and Shepherd's Heart Food Pantry. It is a comprehensive program developed for and targeted to Latinos. It is geared towards people who have been diagnosed with diabetes or pre-diabetes, caregivers of people with diabetes, as well as anyone who believes they might be at risk.

Anticipated Impact: Participants will have a better understanding of how to manage the condition or prevent it from affecting themselves or their family.

Metrics (how you will measure success/impact):

1. # of participants
2. Monitoring BMI at beginning and end of course and A1C levels where possible
3. Pre/Post knowledge surveys

Committed Resources : \$5,000 annual corporate sponsorship and, staff time planning for and executing programs

Facility: Baylor Scott & White Medical Center - Taylor

Program Name: Diabetes Education and Prevention

Program Description: Regular educational seminars, events, and programs are offered to the community to help educate on management and prevention of various chronic diseases. All activities are provided free of charge and are open to any and all members of the community. Some of the ongoing programs are:

- Monthly diabetes support group to provide education and self-help techniques
- Weekly exercise classes at the Switzer Senior Center
- Nutrition seminars at the Switzer Senior Center
- Health Fairs/Community Events: anticipating hosting events throughout the year at Baylor Scott & White Medical Center– Taylor, Taylor Independent School District, City of Taylor, Gemini Corporation, Granger ISD, Thrall ISD as well as participating in community events such as the Taylor Business Expo at the High School and the Taylor Good Life Festival

Anticipated Impact: Increased knowledge in managing chronic disease and awareness of appropriate screening guidelines. Participants will be motivated and encouraged to live healthy and make good choices.

Metrics:

1. Number of participants
2. Hours of staff

Committed Resources:

Diabetes Support Group – 52 hours/year
Switzer Senior Center Classes – 52 hours/year
Nutrition Seminars – 52 hours/year
Health Fairs – 9 hours per event

Community Events – 21 hours of staff time/year

Facility: Baylor Scott & White Medical Center - Round Rock, Baylor Scott & White Medical Center - Taylor, and Scott & White Clinic

Program Name: Community Education and Outreach

Program Description: The Hospitals and Scott & White Clinic host or sponsor a variety of community activities that promote healthy living/lifestyle including community events, health fairs, and health lectures. Several ongoing programs are listed below

- HealthSpeak Educational Series – Free health seminars and lectures for community members conducted by BSWH providers covering a wide range of conditions and diseases.
- HealthSpeak for Children Educational Series – presentations on topics geared toward expecting/new parents about infant/child care and wellness.
- Walk With a Doc – free monthly walking program including short talks on popular health topics
- JumpStart- a childhood obesity weight management program offered to the community by Scott & White Clinic
- For Women For Life –Annual women’s health event featuring educational presentations, screenings and demonstrations
- It’s a Guy Thing- Annual men’s health event featuring educational presentations, screenings and demonstrations
- Teddy Bear Clinics – Interactive presentations that introduce children to health care procedures by allowing them to bring dolls/stuffed animals for “check-ups” by BSWH providers.
- Handwashing Clinics – Interactive presentations that teach children the importance of hand hygiene through handwashing instruction and demonstration by BSWH providers
- Kiwanis & Rotary Club presentations – BSWH providers present on a variety of topics focusing on disease management, health and wellness
- Health & Wellness Expos – provide blood pressure, BMI, grip strength, posture, vision, waist circumference and auricular therapy screenings
- Educational Panels – BSWH providers/staff speak as part of educational panels at institutions of higher learning
- Cap 10K – BSWH is the title sponsor of the annual 10K race in Austin
- Chase the Chief 5K- A race targeted to heighten awareness about childhood obesity
- Monthly Wellness Newsletter – highlighting local activities open to the public to learn about their health or participate in healthy activities

Anticipated Impact:

- Members of the community will be encouraged to live healthy and make good choices.
- Increased knowledge and awareness in community members around prevention of various chronic diseases.

Metrics:

1. Number of participants
2. Staff hours at events
3. Number of screenings provided
4. Number of email addresses received requesting to be added to Wellness Alert e-newsletter
5. New patients added

Committed Resources:

Scott & White Clinic – 1 Full Time employee to coordinate clinic activities
 Baylor Scott & White Medical Center – Round Rock .5 FTE to coordinate hospital activities
 Baylor Scott & White Medical Center – Taylor .5 FTE to coordinate hospital activities
 Approximately \$200,000 annually budgeted for community event sponsorships and healthy giveaways at events.

Facility: Baylor Scott & White Medical Center - Round Rock

Program Name: Healthy Nutrition

Program Description:

Food and Nutrition has been working in coordination with other departments on a number of different programs. It is the goal to serve the community by hosting educational programs to promote health and wellness. The programs include;

- Eat well Culinary Classes – This program will introduce basic cooking skills, how to read recipes/nutrition labels, different foods that should be included in your diet and healthy meal alternatives.
- Farmers Market – we are reaching out to community via the SFC Farmers Market. The purpose is to promote a healthy lifestyle. The program will be in operation for the next few months, every 4th Saturday of the month.
- Working with community relations, media, and outpatient services to provide cooking demos and dietetic information. Including, but not limited to; Stroke Support, It’s a Guy Thing, For Women For Life, and media appearances during special events/holidays.

Anticipated Impact: To educate members of our community on how to live a healthy lifestyle and make conscientious decisions on their food selections.

Metrics:

1. Number of participants
2. Post-tests to measure impact
3. Physician feedback from patient referrals

Committed Resources:

Chef and dietitian hours (TBD)
 Food and Supply resources to be approximately \$5,000 annually

Additional Metrics:

The Hospital’s will monitor annual performance around actions taken, the number of people reached, and program outcome data when available as well internal at system monitored quality metrics and indicator data assessed in the CHNA the community level including:

- # of diabetic patients seen by a specialist in the last 12 months (pediatrics included)
- Improvement of Hgba1c in Diabetics seen in last 12 months
- # of patients with completed lipid panel for BMI>95%
- % of adults aged 20 and above diagnosed with diabetes reported via BRFS

CANCER

Facility: Baylor Scott & White Medical Center - Round Rock

Program Name: Establish Cancer Center (by 2017)

Program Description:

To better serve the community and meet broad spectrum of necessary services offering enhanced treatment and cancer diagnostic services, screenings, diagnosis, treatment, and long-term monitoring for comprehensive cancer care.

Anticipated Impact: To address the need for a comprehensive cancer program in Travis and Williamson counties.

Metrics:

1. Completion of Cancer Center building project
2. Implementation of Radiation Oncology services
3. Implementation of Palliative Care program

Committed Resources: \$17,000,000

Facility: Baylor Scott & White Medical Center - Round Rock

Program Name: Nurse Navigation Program

Program Description: Guiding patients through the cancer care continuum from diagnosis through survivorship, while being the central point of contact for a patient and coordinates all components involved in cancer care.

Anticipated Impact: Reduce the barriers for timely care across all segments of the healthcare continuum.

Metrics:

1. Total number of patients navigated vs. new patients
2. Survivorship care plans for navigated patients

Committed Resources: \$75,000 (1 FTE)/year

Facility: Scott & White Clinic

Program Name: Planning for and Hiring New Providers

Program Description: Average total incidence of cancer cases is expected to increase by approximately 3% per year overall across Central Texas. The total incidence will rise the fastest in Williamson and Travis counties due to population growth. To meet the demand of oncology care, we will look to hire three oncology-related specialists by 2019.

Anticipated Impact: Increase access to Travis and Williamson counties for oncology care.

Metrics: Reviewing oncology access points on annual basis to ensure cancer care is accessible to community.

Committed Resources: \$1,125,000

Facility: Scott & White Clinic

Program Name: Breast and Prostate Cancer Education for Community

Program Description: Offer providers as medical experts to local media (print and electronic) to speak specifically about breast and prostate cancer awareness and screening methods. In addition, provide cancer information at local health fairs, including information on high-risk breast cancer program and breast cancer research program/Scott & White Clinical trials.

Anticipated Impact: To substantially increase awareness and knowledge on breast and prostate cancer

Metrics:

- # of participants
- Total # of cancer deaths per 100,000 according to the National Vital Statistics System
- Incidences of all cancers, breast cancer, colon cancer, lung cancer, and prostate cancer according to the National Cancer Institute.

Committed Resources: Various speakers \$10,000 in kind

Facility: Baylor Scott & White Medical Center - Round Rock and Scott & White Clinic

Program Name: Mammography and Prostate Screenings

Program Description: Sponsor/Partner for a yearly prostate screening event.

Anticipated Impact: Reduce community risk (incidence & mortality) in patients who have screening available

Metrics:

1. Number of participants screened at event
2. Number of referrals for follow-up do to abnormal results
3. Total # of cancer deaths per 100,000 according to the National Vital Statistics System
4. Incidences of all cancers, breast cancer, colon cancer, lung cancer, and prostate cancer according to the National Cancer Institute.

Committed Resources:

BSW-Round Rock -\$15,000 for marketing and advertisement
BSW-Round Rock-Staff time at event
Clinic-staff/equipment for screening

Additional Metrics:

The Hospital's will monitor annual performance around actions taken, the number of people reached, and program outcome data when available as well internal at system monitored quality metrics and indicator data assessed in the CHNA the community level including:

- total # of cancer deaths per 100,000 according to the National Vital Statistics System
- Incidence of all cancers, breast cancer, colon cancer, lung cancer, and prostate cancer according to the National Cancer Institute.

PRIMARY CARE PROVIDER ACCESS

Facility: Baylor Scott & White Medical Center - Round Rock , Baylor Scott & White Medical Center - Taylor, and Scott & White Clinic

Program Name: Enhancing Access through Scheduling and Availability

Program Description: The hospitals consistently look for opportunities to provide better access to care for the community in the form of locations, ease of scheduling, and number of providers available. Below is a list of some ongoing efforts to tackle the issue of access to primary care providers:

- Same Day Access- Community members requesting an appointment to be seen that day will be provided an appointment.
- Online Scheduling- Community members may schedule an appointment on-line to establish care, for follow-up and for acute visits.
- My Chart Scheduling – Via the patient portal within MyChart, patients may schedule appointments with providers with whom they have established care.
- E Visits – BSWH employees with BSWH Health Plan may schedule an E Visit with a nurse practitioner or physician assistant is being piloted within the region.
- 365 patient care in Pflugerville/Georgetown – The Pflugerville and Georgetown Central clinic offer walk-in appointments Monday – Friday from 4:00 PM – 8:00 PM, Saturday and Sunday from 9:00 AM – 5:00 PM and on Major Holidays from 9:00 AM – 1:00 PM
- Evaluate the possibility of a 3rd walk-in Scott & White Clinic to expand night and weekend availability

Anticipated Impact: Patients will be able to be seen sooner and scheduling will be easier.

Metrics:

1. Number of new patients
2. Number of participants
3. 3rd available appointment report to show average length of time in days after appointment request
4. Same Day Access Report

Committed Resources:

- BSW-Round Rock and Taylor- Dedicated resources of staff within IT for the development and enhancement of online scheduling.
- BSW-Round Rock and Taylor-New Telephony software - \$185,000
- Clinic-The hiring of MD, NP and PA staff for manning the walk-in clinics

Facility: Scott & White Clinic

Program Name: Hiring New Providers

Program Description: The Clinic conducts regular evaluations across the market for need for new providers. Plans are to double the number of physicians employed by the Scott & White Clinic over the next 3 years. This number will be in addition to Nurse Practitioner and Advanced Practice Professional hires.

Anticipated Impact: We will be able to provide care for more people faster.

Metrics:

- Number of appointments
- 3rd available appointment report to show average length of time in days after appointment request
- Same Day Access report

Committed Resources:

- Dedicated MD recruiter for Austin/RR Region
- Dedicated APP recruiter for Austin/RR Region
- Dedicated Recruiter Assistant for Austin/RR Region

Facility: Baylor Scott & White Medical Center – Round Rock**Program Name: Operational Efficiencies****Program Description:**

Measuring exam room throughput will permit us to utilize two or three exam rooms per provider, thus creating more exam room availability resulting in the ability to see more patients

The Care team model of utilizing an Advanced Practice Professional (APP), that is a Nurse Practitioner (NP) or Physician Assistant (PA), will permit the APP to see patients as part of the care team for follow-up appointments, freeing up the physician to see more new patients and more complex patients. APPs will also work the physician in-box/messages within Epic/MyChart freeing up more of the physicians' time to treat members of the community.

Anticipated Impact: improved patient flow and access

Metrics:

- Quality Metrics tie to our Diabetes initiative. Ensuring that patients are scheduled for appropriate follow-up and lab appointments will result in improved Diabetes Measures. We review this with the Epic AIP report on diabetes measures – each physician and site is monitored.
- Exam room utilization is measured. As opposed to providing each MD or provider with a standard of three exam rooms we allot rooms based on utilization. One MD may only need two exam rooms where another may need three or more. Any and all exam rooms can be used by all of the providers at the site and are unassigned, resulting in higher utilization increasing patient throughput.

Committed Resources:

- Hiring of additional APP's throughout the Austin/RR Region
- Dedicated resources of staffing and time from Quality Department
- Redesign of staff support roles to enhance quality

Facility: Baylor Scott & White Medical Center - Taylor**Program Name: Lone Star Circle of Care**

Program Description: Baylor Scott & White Medical Center - Taylor Hospital provides facility space to operate Lone Star Circle of Care to care for indigent patients.

Anticipated Impact: to increase access to affordable care for underinsured and uninsured members of the community

Metrics: # of uninsured patients seen per year (approximately 3,900. 1,200 medically indigent)

Committed Resources: Value of facility space provided in kind = \$73,048 annually

Facility: Baylor Scott & White Emergency Medical Center – Cedar Park
Program Name: Established Referral Plan
Program Description: Create efficient internal procedure and locate appropriate documentation to provide referrals for community members who are treated at Baylor Scott & White Emergency Medical Center – Cedar Park to establish care with a PCP or at Lone Star.
Anticipated Impact: Patients who do not have a Primary Care Physician will be provided follow up information to a establish primary care provider.
Metrics: Decrease in non-emergent visits to ED for basic care
Committed Resources: 5 hours/week for clinic relationship management and upkeep of referral materials

Facility: Baylor Scott & White Emergency Medical Center – Cedar Park
Program Name: Community Outreach
Program Description: Coordinate with Baylor Scott & White Medical Center - Round Rock and Baylor Scott & White Medical Center - Taylor in outreach efforts to ensure community members are aware of resources provided by the hospitals and the community. Join with planned Meet and Greets for new pediatricians.
Anticipated Impact: Community will know about options for care and be able to tour Cedar Park facility and meet with staff
Metrics: increase number of pediatric patients at hospital
Committed Resources: 4-16 hours/month

Additional Metrics:

The Hospital’s will monitor annual performance around actions taken, the number of people reached, and program outcome data when available as well internal at system monitored quality metrics and indicator data assessed in the CHNA the community level including:

- The ratio of the total population to one primary care physician according to the County Health Rankings
- The ratio of the total population to one non-physician primary care provider according to CMS

MENTAL HEALTH

Facilities: Baylor Scott & White Medical Center - Round Rock

Program Name: Hiring New Providers (LCSW)

Program Description: Baylor Scott & White Medical Center - Round Rock is recruiting up to 4 new Psychotherapists to help expand psychotherapy services. Providers will provide services within the facility as well as refer patients as necessary to community resources for additional assistance. Baylor Scott & White Medical Center – Round Rock plans to hire 4 Licensed Care Social Workers (LCSW) in FY17 throughout the region and fully immerse these providers in the primary care setting to help provide better access at points where care is needed. Psychiatrists will collaborate with the LCSWs located in the primary care clinics to embed mental health resources at the primary care sites. LCSWs will assist primary care providers in the screening, assessment, and treatment of non- complex mental health disorders. With the growing need for mental health resources nationally and in our community, embedding resources at the primary care sites will increase access to care in a timely manner.

Anticipated Impact: Additional staff will allow for better provision of care and enhanced ability to treat a broader segment of the community requiring mental health services

Metrics:

- Timeframe between referral to services and care received
- % of patients age 18 and older with a diagnosis of major depressive disorder (MDD) with a suicide risk assessment completed during the visit in which a new diagnosis or recurrent episode was identified.
- # of patients age 18 and older with diagnosis of major depression or dysthymia who have a PHQ-9 tool administered at least once during a 4 month period in which there was a qualifying visit
- The % of the Medicare population diagnosed with depression through CMS
- The % of the Medicare population diagnosed with schizophrenia and other psychotic disorders through CMS
- The % of the Medicare population diagnosed with Alzheimer’s Disease/Dementia through CMS
- Ratio of population to one mental health provider through County Health Rankings
- Average number of reported poor mental health days through County Health Rankings

Committed Resources: \$250,000

Facilities: Baylor Scott & White Medical Center - Taylor and Baylor Scott & White Medical Center - Round Rock

Program Name: Hiring New Physicians

Program Description: Baylor Scott & White Medical Center - Round Rock and Baylor Scott & White Medical Center - Taylor intend to increase access to care by increasing the number of providers (physicians and therapists) specializing in treating mental health conditions in the next 3 years.

Anticipated Impact: Shorter wait times for patients to see providers.

Metrics:

- Amount of time from referral to patient appointment
- % of patients age 18 and older with a diagnosis of major depressive disorder (MDD) with a suicide risk assessment completed during the visit in which a new diagnosis or recurrent episode was identified.
- # of patients age 18 and older with diagnosis of major depression or dysthymia who have a PHQ-9 tool administered at least once during a 4 month period in which there was a qualifying visit

Committed Resources: \$100,000

Facility: Baylor Scott & White Medical Center - Round Rock

Program Name: Self-Care Education

Program Description: Baylor Scott & White Medical Center – Round Rock recognizes the need for community health education on the basics of mental health and counseling services, and working with community organizations and at public events, can provide important resources that individuals may take advantage of to assist in developing better coping skills and maintaining overall wellness. These integrative medicine services exist to treat the patient holistically and can be utilized alongside conventional mental health treatment.

These programs include:

- Tai Chi
- Yoga
- Acupuncture
- Massage Therapy
- "Mindfulness" presentations to reduce stress
- Stress awareness presentations as part of HealthSpeak Education Series
- HeartMath biofeedback evaluations at health fairs/community events
- Use of pet therapy animals in hospitals and clinics

Anticipated Impact: Participants will develop a better understanding of how to manage and address self-care needs, including relaxation, stress management skills and overall wellness. These and future integrative medicine services supply patients and providers with additional options in order to offer comprehensive care to the community.

Metrics:

1. Number of participants
2. New patients served
3. Patient reported improvement
4. Average number of reported poor mental health days through County Health Rankings

Committed Resources:

Community Events – 25 hours of staff time
 One full-time massage therapist
 One full-time acupuncturist
 One PRN yoga instructor
 One full-time therapist

Facility: Baylor Scott & White Emergency Medical Center – Cedar Park
Program Name: Community Resource Referrals
Program Description: Cedar Park sees many patients suffering from anxiety and depression. The hospital will continue its efforts to maintain an accurate database of community resources to which patients may be referred upon discharge as well as provision of educational information. Additional staff time will be spent as part of a mental health committee and in meetings with community partners addressing mental health needs.
Anticipated Impact: Patients will be made aware of the resources in their community that are available outside of emergency care. They feel safe and leave the ED with a plan for follow up as needed.
Metrics: Decreased return visits for same complaint
Committed Resources: \$ 40 hours/month

Additional Metrics:

The Hospital’s will monitor annual performance around actions taken, the number of people reached, and program outcome data when available as well internal at system monitored quality metrics and indicator data assessed in the CHNA the community level including:

- Ratio of population to one mental health provider through County Health Rankings
- Average number of reported poor mental health days through County Health Rankings
- The % of the Medicare population diagnosed with depression through CMS
- The % of the Medicare population diagnosed with schizophrenia and other psychotic disorders through CMS
- The % of the Medicare population diagnosed with Alzheimer’s Disease/Dementia through CMS

Planned Collaboration:

In addressing the above health needs, the hospitals and clinic plan to collaborate with:

- American Diabetes Association
- Taylor Senior Community Center
- Shepherd’s Heart Food Pantry
- Local Chambers of Commerce
- Granger, Round Rock, Thrall, Taylor and other local School Districts
- Wilco Wellness Alliance
- Williamson County Public Health District
- Travis County Public Health District

Throughout the coming years, BSWH will regularly assess, evaluate, and report on the programs that have been put in place to address the significant needs in our community. It is our hope that through regular conversations with community members, feedback on this plan, and modification of programs and services, we will enhance the opportunities for patients to connect to community resources in ways that will improve community health, reduce unnecessary healthcare costs and improve the overall quality of care delivered.

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

This document may be accessed at <http://baylorcottandwhite.com/communityneeds>.

Appendix A: Facility Summary

This joint implementation strategy is intended to meet the requirements for community benefit planning and reporting as set forth in state and federal laws. This table is provided to help the reader easily identify which portions of the implementation strategy relate to each facility.

Facility	Chronic Disease	Cancer	Primary Care Access	Mental Health
BS&W Medical Center – Round Rock	✓	✓	✓	✓
BS&W Medical Center – Taylor	✓		✓	✓
Scott & White Clinic	✓		✓	✓
BS&W Emergency Medical Center – Cedar Park			✓	✓