



Baylor Scott & White Health Brazos Valley Health Community

Community Health Implementation Strategies 2022

An Action Plan for the Community Health Needs Assessment



Brazos Valley Health Community hospitals

- ▼ Baylor Scott & White Medical Center - Brenham
- ▼ Baylor Scott & White Medical Center - College Station
- ▼ Baylor Scott & White Clinic

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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.

For the 2022 assessment, the community served by these hospital facilities includes Austin, Brazos, Burleson, Grimes, Robertson, Waller and Washington counties. BSWH has at least one hospital facility or a provider-based clinic in each of these counties, and together they comprise where more than 70% of the admitted patients live, according to 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 Brazos Valley Health Community, a companion piece to the CHNA that provides plans for addressing our most pressing health needs. The joint CHNA for Baylor Scott & White Medical Center – Brenham and Baylor Scott & White Medical Center – College Station 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 Brazos Valley 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,

Brazos Valley Health Community Hospitals

Brazos Valley 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

Brazos Valley 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	Chronic disease management/education	Conditions/diseases
2	Access to mental healthcare (providers/resources)	Mental health
3	Access to primary care	Access to care
4	Obesity	Conditions/diseases
5	Population under 65 without health insurance	Access to care
6	Transportation	Transportation

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 mental healthcare (providers/resources)	Access to primary healthcare	Obesity
Baylor Scott & White Medical Center - Brenham			
Baylor Scott & White Clinic			
Baylor Scott & White Medical Center - College Station			

Implementation strategies

Baylor Scott & White Medical Center – Brenham

Priority need 2: Access to mental healthcare (providers/resources)

<p>Planned programs/ strategies</p>	<ul style="list-style-type: none"> ▼ Education and outreach on the priority need for and importance of self-care services ▼ Refer patients to appropriate mental services both internally and externally ▼ Education on mental illness and preventive measures ▼ Partner with the community to implement a website with mental health resources ▼ Tele-psych medicine service line ▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy ▼ Cash and in-kind contributions to other not-for-profit community organizations existing to increase access to healthcare and services for the community
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Improved patient experience ▼ Improved health outcomes over time ▼ Increased access to proper healthcare and preventive care
<p>Hospital resources</p>	<ul style="list-style-type: none"> ▼ Financial support ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
<p>Community partners</p>	<ul style="list-style-type: none"> ▼ MHMR Authority of Brazos Valley ▼ Baylor Scott & White Quality Alliance ▼ Law enforcement and first responders ▼ Washington County First Responder Association ▼ Hempstead Focusing Families ▼ Miracle Farm
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Referrals to community resources ▼ People served by community outreach ▼ Number of telemedicine psych referrals ▼ Number of people receiving financial assistance; unreimbursed cost of care ▼ Number of people served at other not-for-profit organizations

Baylor Scott & White Medical Center – College Station

Priority need 2: Access to mental healthcare (providers/resources)

Planned programs/strategies	<ul style="list-style-type: none"> ▼ Education and outreach on the priority need for and importance of self-care services ▼ Refer patients to appropriate mental services both internally and externally ▼ Education on mental illness and preventive measures ▼ Expand tele-psych medicine service line ▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy ▼ Cash and in-kind contributions to other not-for-profit community organizations existing to increase access to healthcare and services for the community
Anticipated impacts	<ul style="list-style-type: none"> ▼ Improved patient experience ▼ Improved health outcomes over time ▼ Increased access to proper healthcare and preventive care
Hospital resources	<ul style="list-style-type: none"> ▼ Financial support ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
Community partners	<ul style="list-style-type: none"> ▼ MHMR Authority of Brazos Valley ▼ Baylor Scott & White Quality Alliance ▼ Law enforcement and first responders ▼ A&M Christian Counseling Center ▼ National Alliance on Mental Illness (NAMI) ▼ Scotty’s House ▼ Sexual Assault Resource Center ▼ Twin City Mission ▼ Unbound
Outcome measures	<ul style="list-style-type: none"> ▼ Referrals to community resources ▼ People served by community outreach ▼ Number of telemedicine psych referrals ▼ Number of people receiving financial assistance; unreimbursed cost of care ▼ Number of people served at other not-for-profit organizations

Priority need 2: Access to mental healthcare (providers/resources)

<p>Planned programs/ strategies</p>	<ul style="list-style-type: none"> ▼ Education and outreach on the priority need for and importance of self-care services ▼ Refer patients to appropriate mental services both internally and externally ▼ Education on mental illness and preventive measures ▼ 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"> ▼ Improved patient experience ▼ Improved health outcomes over time ▼ Increased access to proper healthcare and preventive care
<p>Hospital resources</p>	<ul style="list-style-type: none"> ▼ Financial support ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
<p>Community partners</p>	<ul style="list-style-type: none"> ▼ MHMR Authority of Brazos Valley ▼ Baylor Scott & White Quality Alliance ▼ Law enforcement and first responders
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Referrals to community resources ▼ People served by community outreach ▼ Number of telemedicine psych referrals ▼ Number of people receiving financial assistance; unreimbursed cost of care

Baylor Scott & White Medical Center – Brenham

Priority need 3: Access to primary care

Planned programs/ strategies	<ul style="list-style-type: none"> ➤ Recruitment of physicians and advanced practice providers for the Greater Brazos Valley and surrounding communities ➤ Participation in community health fairs and events ➤ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy ➤ Cash and in-kind contributions to other not-for-profit community organizations existing to increase access to healthcare and services ➤ In-kind medical supply and equipment donations to local non-profits supporting healthcare programs
Anticipated impacts	<ul style="list-style-type: none"> ➤ Community has access to more primary care physicians and preventive care ➤ Disease-specific education/awareness ➤ Improved continuum of care for patients ➤ Reduced readmissions ➤ 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
Hospital resources	<ul style="list-style-type: none"> ➤ Financial support ➤ Outreach/health education materials ➤ Staff time ➤ Supplies
Community partners	<ul style="list-style-type: none"> ➤ Baylor Scott & White Quality Alliance ➤ Faith in Action Initiatives ➤ Faith Mission and Help Center
Outcome measures	<ul style="list-style-type: none"> ➤ Increase access to primary care providers ➤ Number of people receiving financial assistance; unreimbursed cost of care ➤ Number of people served at other not-for-profit organizations ➤ Cost of donated supplies

Baylor Scott & White Medical Center – College Station

Priority need 3: Access to primary care

<p>Planned programs/ strategies</p>	<ul style="list-style-type: none"> ▼ Recruitment of physicians and advanced practice providers for the Greater Brazos Valley and surrounding communities ▼ Senior Health Fair and First Fridays for outreach ▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy ▼ Cash and in-kind contributions to other not-for-profit community organizations existing to increase access to healthcare and services ▼ In-kind medical supply and equipment donations to local non-profits supporting healthcare programs
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Community has access to more primary care physicians and preventive care ▼ Disease-specific education/awareness ▼ Improved continuum of care for patients ▼ Reduced readmissions ▼ 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
<p>Hospital resources</p>	<ul style="list-style-type: none"> ▼ Financial support ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
<p>Community partners</p>	<ul style="list-style-type: none"> ▼ Baylor Scott & White Quality Alliance ▼ Health For All ▼ Pathways Community Hub ▼ Project Unity ▼ The Bridge Ministries ▼ United Way of Brazos Valley
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Increase access to primary care providers ▼ Number of people receiving financial assistance; unreimbursed cost of care ▼ Number of people served at other not-for-profit organizations ▼ Cost of donated supplies

Priority need 3: Access to primary care

Planned programs/ strategies	<ul style="list-style-type: none">➤ Recruitment of physicians and advanced practice providers for the Greater Brazos Valley and surrounding communities➤ Expansion of clinic hours to better accommodate patient needs➤ 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">➤ Community has access to more primary care physicians and preventive care➤ Disease-specific education/awareness➤ Improved continuum of care for patients➤ Reduced readmissions
Hospital resources	<ul style="list-style-type: none">➤ Financial support➤ Outreach/health education materials➤ Staff time➤ Supplies
Community partners	<ul style="list-style-type: none">➤ Baylor Scott & White Quality Alliance
Outcome measures	<ul style="list-style-type: none">➤ Increase access to primary care providers➤ Increase physicians and advanced practice providers in primary care offices➤ Improve time to get an appointment➤ Number of people receiving financial assistance; unreimbursed cost of care

Baylor Scott & White Medical Center – Brenham

Priority need 4: Obesity

Planned programs/ strategies	<ul style="list-style-type: none">▼ Participation in community health fairs and events▼ Utilization of hospital dietitian and weight loss program
Anticipated impacts	<ul style="list-style-type: none">▼ Reduction in obesity▼ Increased utilization of weight loss program▼ Improved community awareness and knowledge level
Hospital resources	<ul style="list-style-type: none">▼ Financial support▼ Outreach/health education materials▼ Staff time▼ Supplies
Community partners	<ul style="list-style-type: none">▼ Baylor Scott & White Quality Alliance▼ Run for the Youth of Washington County – Blue Bell Fun Run
Outcome measures	<ul style="list-style-type: none">▼ Participation numbers in community events▼ Referrals to dietitian, enrollment numbers for weight loss program

Baylor Scott & White Medical Center – College Station

Priority need 4: Obesity

Planned programs/strategies	<ul style="list-style-type: none">Participation in community health fairs and eventsUtilization of hospital dietitian and weight loss program
Anticipated impacts	<ul style="list-style-type: none">Reduction in obesityIncreased utilization of weight loss programImproved community awareness and knowledge level
Hospital resources	<ul style="list-style-type: none">Financial supportOutreach/health education materialsStaff timeSupplies
Community partners	<ul style="list-style-type: none">Baylor Scott & White Quality AllianceBCS MarathonBryan/College Station Chamber of Commerce
Outcome measures	<ul style="list-style-type: none">Participation numbers in community eventsReferrals to dietitian, enrollment numbers for weight loss program

Baylor Scott & White Clinic

Priority need 4: Obesity

Planned programs/ strategies	<ul style="list-style-type: none">▼ Embedded health and wellness education in primary care▼ Wellness clinic and fitness programs—Walk with a Doc, etc.
Anticipated impacts	<ul style="list-style-type: none">▼ Reduction in obesity▼ Increased utilization of weight loss program▼ Improved community awareness and knowledge level
Hospital resources	<ul style="list-style-type: none">▼ Outreach/health education materials▼ Staff time▼ Supplies
Community partners	<ul style="list-style-type: none">▼ Baylor Scott & White Quality Alliance
Outcome measures	<ul style="list-style-type: none">▼ Participation numbers in community events▼ Referrals to dietitian, enrollment numbers for weight loss program▼ Opening Wellness Clinic

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:

- ▼ Chronic disease management/education
- ▼ Population under 65 without health insurance
- ▼ Transportation

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.



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