



Baylor Scott & White Health Hill Country Health Community

Community Health Implementation Strategies 2022

An Action Plan for the Community Health Needs Assessment



Hill Country Health Community hospitals

- ▼ **Baylor Scott & White Medical Center - Marble Falls**
- ▼ **Baylor Scott & White Clinic**

Table of contents

Executive summary	4
Letter to the community	5
Hill Country Health Community implementation strategies	6
Hill Country Health Community needs	7
Implementation strategies addressing:	
Priority need 1: Food insecurity/limited access to healthy foods	8
Priority need 2: Adult chronic illness	9
Priority need 5: Access to mental healthcare (providers/resources)	10
Community needs not addressed	12
Program evaluation	13

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 – Marble Falls includes Blanco, Burnet, Llano and San Saba counties. BSWH has at least one hospital facility or a provider-based clinic in these counties and the region comprises more than 70% of admitted patients, 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 Hill Country 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 Hill Country 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 - Marble Falls

Hill Country 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

Hill Country 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	Adult chronic illness	Conditions/diseases Health behaviors
3	Children in poverty/household income	Financial/income
4	Elderly isolation	Environment
5	Access to mental healthcare (providers/resources)	Environment
6	Language barrier/illiteracy	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	Food insecurity/ limited access to healthy foods	Adult chronic illness	Access to mental healthcare (providers/resources)
Baylor Scott & White Medical Center - Marble Falls	✓	✓	✓
Baylor Scott & White Clinic			✓

Implementation strategies

Baylor Scott & White Medical Center – Marble Falls

Priority need 1: Food insecurity/limited access to healthy foods

Planned programs/strategies	<ul style="list-style-type: none">▼ Work with The Helping Center of Marble Falls and hospital care management team to make sure discharged patients have food and supplies at their homes▼ Increase on-site food drives at the hospital▼ Partner with Aramark to channel near expired foods and appropriate leftovers to The Helping Center of Marble Falls▼ Cash and in-kind contributions to other not-for-profit community organizations existing to increase access to healthcare and services for community
Anticipated impacts	<ul style="list-style-type: none">▼ Reduce readmissions due to lack of food▼ Increase access to food for low-income community members
Hospital resources	<ul style="list-style-type: none">▼ Financial support▼ In-kind donations▼ Outreach/health education materials▼ Supplies
Community partners	<ul style="list-style-type: none">▼ The Helping Center of Marble Falls▼ Aramark
Outcome measures	<ul style="list-style-type: none">▼ Referrals to community resources▼ Reduced readmissions due to lack of appropriate foods▼ Number of people served at other not-for-profit organizations▼ Amount of financial and in-kind contributions▼ Number of people receiving financial assistance; unreimbursed cost of care

Baylor Scott & White Medical Center – Marble Falls

Priority need 2: Adult chronic illness

Planned programs/ strategies	<ul style="list-style-type: none">▼ Hire a clinical diabetes educator▼ Expand cardioMEMS program▼ Evaluate cardiopulmonary rehabilitation program▼ Provide blood pressure and foot check screenings▼ Expand referrals to Cricket Health and Landmark Health for post-acute care patients▼ Provide nutrition education
Anticipated impacts	<ul style="list-style-type: none">▼ Improved continuum of care for patients▼ Reduced readmissions▼ Increase family medicine providers within our service area
Hospital resources	<ul style="list-style-type: none">▼ Outreach/health education materials▼ Staff time▼ Supplies
Community Partner(s) involved in the work	<ul style="list-style-type: none">▼ Cricket Health▼ Landmark Health▼ Home health agencies and other post-acute care providers
Outcome measures	<ul style="list-style-type: none">▼ Improved value-based care metrics▼ Reduced readmissions for chronically ill patients▼ Number of referrals to post-acute care providers

Priority need 5: Access to mental healthcare (providers/resources)

<p>Planned programs/strategies</p>	<ul style="list-style-type: none"> ▼ Partner with Phoenix Center to provide collaborative mental care for children and their families ▼ Partner with the Highland Lakes Crisis Network to provide to meet physical, emotional and spiritual needs of patients ▼ Expand telehealth appointments for behavioral/mental health via MyBSWHealth app ▼ 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
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Proactive integrated mental healthcare ▼ Improved access to care for uninsured and underinsured people ▼ Increased access to behavioral/mental healthcare 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 ▼ Virtual platform ▼ Staff time ▼ Supplies
<p>Community partners</p>	<ul style="list-style-type: none"> ▼ The Phoenix Center ▼ Bluebonnet Mental Health Services ▼ Highland Lakes Crisis Network
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Reduced emergency department visits for behavioral/mental health issues ▼ Increased access to behavioral/mental healthcare ▼ Amount of financial and in-kind contributions ▼ Number of people receiving financial assistance; unreimbursed cost of care

Priority need 5: Access to mental healthcare (providers/resources)

<p>Planned programs/strategies</p>	<ul style="list-style-type: none"> ▼ Add licensed clinical counselors to rural health clinics ▼ Evaluate and expand telepsychiatry services in primary care clinics ▼ Expand telehealth appointments for behavioral/mental health via MyBSWHealth app ▼ 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
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Proactive integrated mental healthcare ▼ Improved access to care for uninsured and underinsured people ▼ Increased access to behavioral/mental health care for indigent people regardless of their ability to pay
<p>Clinic resources</p>	<ul style="list-style-type: none"> ▼ Financial support ▼ Outreach/health education materials ▼ Virtual platform ▼ Staff time ▼ Supplies
<p>Community partners</p>	<ul style="list-style-type: none"> ▼ The Phoenix Center ▼ Bluebonnet Mental health Services ▼ Highland Lakes Crisis Network
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Reduced emergency department visits for behavioral/mental health issues ▼ Increased access to behavioral/mental healthcare ▼ Amount of financial and in-kind contributions ▼ 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:

- ▼ Children in poverty/household income
- ▼ Elderly isolation
- ▼ Language barrier/illiteracy

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