



Baylor Scott & White Health Greater Austin Region Health Community

Community Health Implementation Strategies 2022

An Action Plan for the Community Health Needs Assessment



Greater Austin Region Health Community hospitals

- ▼ **Baylor Scott & White Institute for Rehabilitation - Lakeway**
- ▼ **Baylor Scott & White Medical Center - Austin**
- ▼ **Baylor Scott & White Medical Center - Buda**
- ▼ **Baylor Scott & White Medical Center - Pflugerville**
- ▼ **Baylor Scott & White Medical Center - Round Rock**
(including Baylor Scott & White Medical Center - Lakeway and
Baylor Scott & White Emergency Medical Center - Cedar Park)
- ▼ **Baylor Scott & White Medical Center - Taylor**
- ▼ **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.

The Greater Austin Region Health Community is home to a number of hospitals with overlapping communities, including:

- ▼ Baylor Scott & White Institute for Rehabilitation - Lakeway
- ▼ Baylor Scott & White Medical Center - Austin
- ▼ Baylor Scott & White Medical Center - Buda
- ▼ Baylor Scott & White Medical Center - Pflugerville
- ▼ Baylor Scott & White Medical Center - Round Rock (including Baylor Scott & White Medical Center - Lakeway and Baylor Scott & White Emergency Medical Center - Cedar Park)
- ▼ Baylor Scott & White Medical Center - Taylor

The community served by the hospital facilities listed above is Hays, Milam, Travis and Williamson counties. BSWH has at least one hospital facility or a provider-based clinic in each of these counties, and together they comprise more than 80% of admitted patients, 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 Greater Austin Region 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 Greater Austin Region 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,

Greater Austin Region Health Community Hospitals

Greater Austin Region 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

Greater Austin Region 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	Preventive screenings	Conditions/diseases
2	Access to primary healthcare providers	Access to care
3	Adult obesity	Conditions/diseases
4	Access to mental healthcare (providers and resources)	Mental health
5	Severe housing problems	Housing/environment
6	Digital divide	Digital divide

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	Preventive Screenings	Access to primary healthcare providers	Access to mental healthcare (providers/resources)	Severe housing problems
Baylor Scott & White Institute for Rehabilitation - Lakeway			✓	✓
Baylor Scott & White Medical Center - Austin	✓	✓	✓	✓
Baylor Scott & White Medical Center - Buda	✓	✓	✓	✓
Baylor Scott & White Medical Center - Pflugerville	✓	✓	✓	✓
Baylor Scott & White Medical Center - Round Rock*	✓	✓	✓	✓
Baylor Scott & White Medical Center - Taylor	✓	✓	✓	
Baylor Scott & White Clinic	✓	✓	✓	

*Including Baylor Scott & White Medical Center - Lakeway and Baylor Scott & White Emergency Medical Center - Cedar Park

Implementation strategies

Baylor Scott & White Medical Center – Austin

Baylor Scott & White Medical Center – Buda

Baylor Scott & White Medical Center – Pflugerville

Baylor Scott & White Medical Center – Round Rock (including Baylor Scott & White Medical Center – Lakeway and Baylor Scott & White Emergency Medical Center – Cedar Park)

Baylor Scott & White Medical Center – Taylor

Priority need 1: Preventive screenings

Planned programs/ strategies	<ul style="list-style-type: none"> ▼ Enhance mammography technology to include 3D mammography at all hospital locations ▼ Increase low-dose CT screenings for lung cancer ▼ Provide community health education to educate community on appropriate screenings for all age groups ▼ Support independent school district health and wellness initiatives ▼ Cash and in-kind contributions to other not-for-profit community organizations existing to increase preventive screenings for the community
Anticipated impacts	<ul style="list-style-type: none"> ▼ Increase percentage of patients who are screened within guidelines
Hospital resources	<ul style="list-style-type: none"> ▼ Financial support ▼ In-kind donations ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
Community partner(s) involved in the work	<ul style="list-style-type: none"> ▼ American Cancer Society ▼ American Heart Association ▼ Austin Cancer Initiative (Big Pink Bus) ▼ Independent school districts ▼ LoneStar Circle of Care ▼ Other local not-for-profit organizations
Outcome measures	<ul style="list-style-type: none"> ▼ Number of people educated through outreach ▼ Number of events and attendance ▼ Amount of financial and in-kind contributions

Priority need 1: Preventive screenings

<p>Planned programs/ strategies</p>	<ul style="list-style-type: none"> ▼ Achieve goals for preventive screenings in the clinic setting ▼ Increase low-dose CT screenings for lung cancer ▼ Increase access to colon cancer screenings, including FIT tests, Cologuard, screening and diagnostic colonoscopy ▼ Recruitment of physicians, including primary care physicians and gastroenterologists ▼ Educate community on age-appropriate preventive screenings
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Increase percentage of patients who are screened within guidelines
<p>Clinic resources</p>	<ul style="list-style-type: none"> ▼ Financial support ▼ In-kind donations ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
<p>Community partner(s) involved in the work</p>	<ul style="list-style-type: none"> ▼ American Cancer Society ▼ American Heart Association ▼ Austin Cancer Initiative (Big Pink Bus) ▼ LoneStar Circle of Care ▼ Re: Cancer ▼ Other local community-based organizations
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Number of people screened ▼ Number of events and attendance ▼ Patient compliance, percentage of patients achieving screening goal

Baylor Scott & White Medical Center – Austin
 Baylor Scott & White Medical Center – Buda
 Baylor Scott & White Medical Center – Pflugerville
 Baylor Scott & White Medical Center – Taylor

Priority need 2: Access to primary healthcare providers

<p>Planned programs/ strategies</p>	<ul style="list-style-type: none"> ▼ Increase referrals to primary care providers after hospital discharge (emergency department and inpatient units) ▼ Virtual care 24/7 through the MyBSWHealth app ▼ Ride Health transportation program ▼ Outreach through community health education ▼ Cash and in-kind contributions to other not-for-profit community organizations ▼ Provide free and/or discounted care to financially or medically indigent patients outlined in the financial assistance policy
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Increased access to primary care and advanced practice providers ▼ 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 ▼ In-kind donations ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
<p>Community partner(s) involved in the work</p>	<ul style="list-style-type: none"> ▼ LoneStar Circle of Care ▼ Area and state colleges and universities ▼ Other local not-for-profit organizations
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Number of students participating in medical education programs ▼ Number of appointments via the MyBSWHealth app ▼ Number of people educated through outreach ▼ Number of events and attendance ▼ Amount of financial and in-kind contributions ▼ Number of people receiving financial assistance; unreimbursed cost of care

Baylor Scott & White Medical Center – Round Rock (including Baylor Scott & White Medical Center – Lakeway and Baylor Scott & White Emergency Medical Center – Cedar Park)

Priority need 2: Access to primary healthcare providers

<p>Planned programs/ strategies</p>	<ul style="list-style-type: none"> ▼ Training of physicians and other clinicians to relieve workforce shortage ▼ Increase referrals to primary care providers after hospital discharge (emergency department and inpatient units) ▼ Virtual care 24/7 through the MyBSWHealth app ▼ Ride Health transportation program ▼ Outreach through community health education ▼ Cash and in-kind contributions to other not-for-profit community organizations ▼ Provide free and/or discounted care to financially or medically indigent patients outlined in the financial assistance policy
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Increased access to primary care and advanced practice providers ▼ 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 ▼ In-kind donations ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
<p>Community partner(s) involved in the work</p>	<ul style="list-style-type: none"> ▼ LoneStar Circle of Care ▼ Area and state colleges and universities ▼ Other local not-for-profit organizations
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Number of students participating in medical education programs ▼ Number of appointments via the MyBSWHealth app ▼ Number of people educated through outreach ▼ Number of events and attendance ▼ Amount of financial and in-kind contributions ▼ Number of people receiving financial assistance; unreimbursed cost of care

Priority need 2: Access to primary healthcare providers

<p>Planned programs/ strategies</p>	<ul style="list-style-type: none"> ▼ Recruitment of primary care providers – Enhanced Care Team Project ▼ Expand urgent care and clinic locations ▼ Virtual care 24/7 through the MyBSWHealth app ▼ Outreach through community health education ▼ Cash and in-kind contributions to other not-for-profit community organizations ▼ Provide free and/or discounted care to financially or medically indigent patients outlined in the financial assistance policy
<p>Anticipated impacts</p>	<ul style="list-style-type: none"> ▼ Increased access to primary care and advanced practice providers ▼ 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>Clinic resources</p>	<ul style="list-style-type: none"> ▼ Financial support ▼ In-kind donations ▼ Outreach/health education materials ▼ Staff time ▼ Supplies
<p>Community partner(s) involved in the work</p>	<ul style="list-style-type: none"> ▼ LoneStar Circle of Care ▼ Area and state colleges and universities ▼ Other local not-for-profit organizations
<p>Outcome measures</p>	<ul style="list-style-type: none"> ▼ Number of new providers recruited and hired ▼ Opening of clinics and urgent care locations on schedule ▼ Growth of patient panel ▼ Number of events and attendance ▼ Amount of financial and in-kind contributions ▼ Number of people receiving financial assistance; unreimbursed cost of care

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

Planned programs/ strategies	<ul style="list-style-type: none"> ▼ Expand neuropsychology services ▼ Depression and suicide screening on intake ▼ Referrals to mental and behavioral health resources in the community ▼ Community health outreach and education initiatives ▼ Provide free and/or discounted care to financially or medically indigent patients outlined in the financial assistance policy
Anticipated impacts	<ul style="list-style-type: none"> ▼ Access to neuropsychology services ▼ Appropriate care provided to and referrals for mental/behavioral health patients ▼ 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 partner(s) involved in the work	<ul style="list-style-type: none"> ▼ Local not-for-profit organizations supporting mental and behavioral health services
Outcome measures	<ul style="list-style-type: none"> ▼ Number of patients screened for depression and suicide ▼ Number of patients referred to mental/behavioral health services ▼ Number of people served by neuropsychology ▼ Number of people educated through outreach ▼ Number of people receiving financial assistance; unreimbursed cost of care

Baylor Scott & White Medical Center – Austin

Baylor Scott & White Medical Center – Buda

Baylor Scott & White Medical Center – Pflugerville

Baylor Scott & White Medical Center – Round Rock (including Baylor Scott & White Medical Center – Lakeway and Baylor Scott & White Emergency Medical Center – Cedar Park)

Baylor Scott & White Medical Center – Taylor

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

Planned programs/strategies	<ul style="list-style-type: none">Virtual care 24/7 through the MyBSWHealth appExpansion of tele-psych servicesCommunity health outreach and education initiativesCash and in-kind contributions to other not-for-profit community organizationsProvide free and/or discounted care to financially or medically indigent patients outlined in the financial assistance policy
Anticipated impacts	<ul style="list-style-type: none">Improved access to mental health servicesIncreased utilization of tele-psych services in hospital emergency departments
Hospital resources	<ul style="list-style-type: none">Financial supportIn-kind donationsOutreach/health education materialsStaff timeSupplies
Community partner(s) involved in the work	<ul style="list-style-type: none">Catholic CharitiesLocal independent school districtsBluebonnet TrailsNAMI Central TexasWonders and WorriesLocal police departmentsSertoma Club of GeorgetownAustin Child GuidanceOther local not-for-profit organizations supporting mental and behavioral health services
Outcome measures	<ul style="list-style-type: none">Number of tele-psych visitsNumber of virtual visits via the MyBSWHealth appNumber of outreach events and attendanceNumber of referrals made to community mental and behavioral health organizationsAmount of financial and in-kind contributionsNumber of people receiving financial assistance; unreimbursed cost of care

Baylor Scott & White Clinic

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

Planned programs/ strategies	<ul style="list-style-type: none">Virtual care 24/7 through the MyBSWHealth appExpansion of the collaborative care model to all primary care clinics in the regionADHD screening for all agesCommunity health outreach and education initiativesProvide free and/or discounted care to financially or medically indigent patients outlined in the financial assistance policy
Anticipated impacts	<ul style="list-style-type: none">Improved access to mental health services
Clinic resources	<ul style="list-style-type: none">Financial supportIn-kind donationsOutreach/health education materialsStaff timeSupplies
Community partner(s) involved in the work	<ul style="list-style-type: none">Local not-for-profit organizations supporting mental and behavioral health services
Outcome measures	<ul style="list-style-type: none">Number of virtual visits via the MyBSWHealth appNumber of patients screened and seen for mental/behavioral healthcareNumber of outreach events and attendanceNumber of referrals made to community mental and behavioral health organizationsNumber of people receiving financial assistance; unreimbursed cost of care

Priority need 5: Severe housing problems

Planned programs/ strategies	<ul style="list-style-type: none">▼ Provide referrals for patients to appropriate community resources at discharge▼ Schedule post-discharge appointments at BSWH community clinics to continue medical, behavioral and case management services in one location
Anticipated impacts	<ul style="list-style-type: none">▼ Continued access to care no matter the patient's housing situation
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">▼ Local not-for-profit organizations addressing homelessness/severe housing problems
Outcome measures	<ul style="list-style-type: none">▼ Patient care sought in an appropriate setting▼ Referrals of homeless patients to community-based organizations addressing homelessness/severe housing problems

Baylor Scott & White Medical Center – Austin

Baylor Scott & White Medical Center – Buda

Baylor Scott & White Medical Center – Pflugerville

Baylor Scott & White Medical Center – Round Rock (including Baylor Scott & White Medical Center – Lakeway and Baylor Scott & White Emergency Medical Center – Cedar Park)

Priority need 5: Severe housing problems

Planned programs/ strategies	<ul style="list-style-type: none">Partner and refer patients in need to homeless and mental health services throughout the Greater Austin RegionAffordable housing initiative for employeesParticipate in the Austin Healthcare Council as it works to develop a medical respite facilityCreate a data share agreement with local municipalities, counties and other community stakeholders to identify homelessness in hospital emergency departmentsCommunity-based organization support through financial and in-kind donations
Anticipated impacts	<ul style="list-style-type: none">Address homelessness in the community
Hospital resources	<ul style="list-style-type: none">Financial supportOutreach/health education materialsStaff timeSupplies
Community partner(s) involved in the work	<ul style="list-style-type: none">Austin Healthcare CouncilAustin Housing ConservancyAustin Community FoundationCentral HealthUnited Way
Outcome measures	<ul style="list-style-type: none">Reduction of emergency department visits/care sought in an appropriate setting from homeless populationReferrals of homeless patients to community-based organizations addressing homelessness/severe housing problemsExecution of data share agreementAmount of financial and in-kind contributions

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:

- ▼ Adult obesity
- ▼ Digital divide

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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