



# Baylor Scott & White Health Temple Region Health Community

Community Health Implementation Strategies 2022

An Action Plan for the Community Health Needs Assessment



# Temple Region Health Community hospitals

- ▼ **Baylor Scott & White Medical Center - Temple** (including Baylor Scott & White McLane Children's Medical Center)
- ▼ **Baylor Scott & White Continuing Care Hospital**
- ▼ **Baylor Scott & White Clinic** (including Baylor Scott & White McLane Children's Clinic)

## Table of contents

Executive summary .....	4
Letter to the community .....	5
Temple Region Health Community implementation strategies .....	6
Temple Region Health Community needs .....	7
Implementation strategies addressing:	
Priority need 1: Obesity/physical inactivity .....	8
Priority need 2: Access to mental healthcare (providers/resources) .....	10
Priority need 4: Access to primary healthcare providers .....	11
Priority need 5: Food insecurity/access to healthy food .....	13
Priority need 6: Access to care: insurance .....	15
Community needs not addressed .....	18
Program evaluation .....	19

# 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 Temple Region Health Community is home to a number of these hospitals with overlapping communities, including:

- ▶ Baylor Scott & White Medical Center – Temple (includes Baylor Scott & White McLane Children’s Medical Center under same license)
- ▶ Baylor Scott & White Continuing Care Hospital

The community served by the hospital facilities listed above is Bell and Coryell counties. All of these owned hospital facilities are located in Temple Region, and more than 70% of the admitted patients live in these two counties, 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 Temple 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](https://BSWHealth.com/CommunityNeeds).

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

**Temple Region Health Community Hospitals**

# Temple 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

# Temple 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	Obesity/physical inactivity	Conditions/diseases
2	Access to mental healthcare (providers and resources)	Mental health
3	Health literacy	Language/social
4	Access to primary healthcare providers	Access to care
5	Food insecurity/limited access to healthy foods	Environment
6	Access to care: insurance	Access to care

The facilities listed below collaborated to develop these joint implementation strategies addressing the significant health needs identified above. Hospital leadership selected the following health needs to confront in collaboration with the community and based on the anticipated impact, available hospital and clinic resources, and the expertise of the respective facilities.

## Community needs addressed

Facility	Obesity/ physical inactivity	Access to mental healthcare (providers/ resources)	Access to primary healthcare providers	Food insecurity/ limited access to health foods	Access to care: insurance
Baylor Scott & White Medical Center – Temple (including Baylor Scott & White McLane Children’s Medical Center)		✓	✓	✓	✓
Baylor Scott & White Continuing Care Hospital	✓			✓	✓
Baylor Scott & White Clinic (including Baylor Scott & White McLane Children’s Clinic)	✓		✓		✓

# Implementation strategies

Baylor Scott & White Continuing Care Hospital

## Priority need 1: Obesity/physical inactivity

<b>Planned programs/strategies</b>	<ul style="list-style-type: none"><li>▼ Promote Staff Step Challenge</li><li>▼ Know Your Vitals &amp; Improve Campaign</li><li>▼ Recreational Athletics Club</li><li>▼ Provide information about benefits of physical activity and how to make accommodations for exercise when in long-term recovery</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>▼ Track and chart steps, increase physical activity among team</li><li>▼ Improve blood pressure and heart rate, increase activity, and manage diet to improve vital statistics</li><li>▼ Inventory and match staff activities to encourage recreational athletics among team members</li><li>▼ Positive medical outcomes and fewer chronic health conditions</li></ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"><li>▼ Outreach/health education materials</li><li>▼ Staff time</li></ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"><li>▼ City of Temple Parks and Recreation</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>▼ Improvements in daily step volume</li><li>▼ Awareness, trending and improvement of vital statistics</li><li>▼ Staff member participation in mutual recreational athletics</li><li>▼ Number of people served</li><li>▼ Cost per person</li></ul>



## Baylor Scott & White Clinic (including Baylor Scott & White McLane Children's Clinic)

### Priority need 1: Obesity/physical inactivity

<b>Planned programs/strategies</b>	<ul style="list-style-type: none"><li>Walk with a Doc Program in Killeen, a monthly walking program to encourage regular physical activity with a different featured physician each month to provide education on various health topics</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>Encourage healthy behavior change to include regular exercise and gaining knowledge on various health topics</li></ul>
<b>Clinic resources</b>	<ul style="list-style-type: none"><li>Outreach/health education materials</li><li>Staff time</li></ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"><li>Texas Medical Association</li><li>Baylor Scott &amp; White Health Plan</li><li>Metroplex Advent Health</li><li>Killeen ISD</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>Number of walkers each month</li></ul>

Baylor Scott & White Medical Center – Temple (including Baylor Scott & White McLane Children’s Medical Center)

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

<p><b>Planned programs/ strategies</b></p>	<ul style="list-style-type: none"> <li>▶ Partner with Bell County Health Care Collaborative to provide mental healthcare service</li> <li>▶ Partner with Bell County Diversion Center to provide psychiatric services at cost utilizing tele-psych</li> <li>▶ Telehealth appointments for behavioral/mental health via the MyBSWHealth app</li> <li>▶ Psychiatry residency program</li> <li>▶ Fund indigent patients to go to inpatient behavioral hospitals - Canyon Creek Behavioral Health and AdventHealth</li> <li>▶ Cash and in-kind contributions to other not-for-profit community organizations existing to increase access to care for the community</li> <li>▶ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy</li> </ul>
<p><b>Anticipated impacts</b></p>	<ul style="list-style-type: none"> <li>▶ Diversion of mental health patients to appropriate behavioral healthcare instead of utilizing emergency department or jail services</li> <li>▶ Appropriate care provided to and referrals for behavioral health patients</li> <li>▶ Train medical professionals entering the field of psychiatry</li> </ul>
<p><b>Hospital resources</b></p>	<ul style="list-style-type: none"> <li>▶ Financial support</li> <li>▶ In-kind donations</li> <li>▶ Staff time</li> <li>▶ Supplies</li> </ul>
<p><b>Community partner(s) involved in the work</b></p>	<ul style="list-style-type: none"> <li>▶ Bell County</li> <li>▶ Canyon Creek Behavioral Health</li> <li>▶ AdventHealth</li> <li>▶ Medical schools</li> </ul>
<p><b>Outcome measures</b></p>	<ul style="list-style-type: none"> <li>▶ Number of patients referred to appropriate resources for behavioral/mental healthcare</li> <li>▶ Number of behavioral health telehealth referrals and appointments via the MyBSWHealth app</li> <li>▶ Number of physicians in psychiatry residency program</li> <li>▶ Amount of financial and in-kind contributions</li> <li>▶ Number of people receiving financial assistance; unreimbursed cost of care</li> </ul>

Baylor Scott & White Medical Center – Temple (including Baylor Scott & White McLane Children’s Medical Center)

**Priority need 4: Access to primary healthcare providers**

<p><b>Planned programs/ strategies</b></p>	<ul style="list-style-type: none"> <li>▼ Fund advanced care providers at the Killeen and Temple Community Health Clinics to serve as primary care providers for indigent patients</li> <li>▼ Internal and family medicine residency programs</li> <li>▼ Cash and in-kind contributions to other not-for-profit community organizations existing to increase access to care for the community</li> <li>▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy</li> </ul>
<p><b>Anticipated impacts</b></p>	<ul style="list-style-type: none"> <li>▼ Lower hospital utilization of preventive care services</li> <li>▼ Increase number of primary care providers in the community through medical education program</li> <li>▼ Other non-profit organizations are better able to help patients at a first touch point rather than having to send them to the hospital for care</li> <li>▼ Increased access to primary care and/or specialty care for indigent people regardless of their ability to pay</li> </ul>
<p><b>Hospital resources</b></p>	<ul style="list-style-type: none"> <li>▼ Financial support</li> <li>▼ In-kind donations</li> <li>▼ Staff time</li> <li>▼ Supplies</li> </ul>
<p><b>Community partner(s) involved in the work</b></p>	<ul style="list-style-type: none"> <li>▼ Texas A&amp;M University Health Science Center College of Medicine</li> <li>▼ Body of Christ Community Clinic</li> <li>▼ Greater Killeen Free Clinic</li> <li>▼ Temple Community Clinic</li> </ul>
<p><b>Outcome measures</b></p>	<ul style="list-style-type: none"> <li>▼ Number of physicians in the internal and family medicine residency programs</li> <li>▼ Amount of financial and in-kind contributions</li> <li>▼ Number of people receiving financial assistance; unreimbursed cost of care</li> </ul>

## Baylor Scott & White Clinic (including Baylor Scott & White McLane Children's Clinic)

### Priority need 4: Access to primary healthcare providers

<b>Planned programs/strategies</b>	<ul style="list-style-type: none"><li>Remodel primary care resident clinic (rename to Temple Downtown Clinic) to add more primary care residents and expand access to care</li><li>Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>Increase number of primary care providers in the community through medical education program</li><li>Increased access to primary care and/or specialty care for indigent people regardless of their ability to pay</li></ul>
<b>Clinic resources</b>	<ul style="list-style-type: none"><li>Financial support</li><li>Staff time</li><li>Supplies</li></ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"><li>Texas A&amp;M University Health Science Center College of Medicine</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>Number of physicians in the internal and family medicine residency programs</li><li>Amount of financial and in-kind contributions</li><li>Number of people receiving financial assistance; unreimbursed cost of care</li></ul>

**Priority need 5: Food insecurity/access to healthy food**

<p><b>Planned programs/strategies</b></p>	<ul style="list-style-type: none"> <li>▶ Participate in Food For Families community food collection to give underserved community members better access to food and healthy food choices</li> <li>▶ Awareness campaign to include educational materials added to huddle boards</li> <li>▶ Promotion of volunteer activities that close gaps in food access</li> </ul>
<p><b>Anticipated impacts</b></p>	<ul style="list-style-type: none"> <li>▶ Tangible volume of non-perishable items collected and donated</li> <li>▶ Positive medical outcomes and fewer chronic health conditions</li> <li>▶ Enhanced culture of awareness, empathy and action to reduce the burden of food and nutrition challenges in Central Texas</li> <li>▶ Staff participation in community activities that reduce hunger</li> </ul>
<p><b>Hospital resources</b></p>	<ul style="list-style-type: none"> <li>▶ In-kind donations</li> <li>▶ Outreach/health education materials</li> <li>▶ Staff time</li> </ul>
<p><b>Community partner(s) involved in the work</b></p>	<ul style="list-style-type: none"> <li>▶ Central Texas Food Bank</li> <li>▶ Operation Feeding Temple</li> <li>▶ Local food pantries</li> </ul>
<p><b>Outcome measures</b></p>	<ul style="list-style-type: none"> <li>▶ Pounds of food collected</li> <li>▶ Money donated by community</li> <li>▶ Number of pantry clients served</li> <li>▶ Percentage of huddle boards displaying educational materials</li> <li>▶ Hours donated</li> </ul>

Baylor Scott & White Medical Center – Temple (including Baylor Scott & White McLane Children’s Medical Center)

**Priority need 5: Food insecurity/access to healthy food**

<p><b>Planned programs/strategies</b></p>	<ul style="list-style-type: none"> <li>▼ USDA Meal Program</li> <li>▼ Referrals to WIC, food pantries and summer meal programs/sites</li> <li>▼ Family, Food and Fun program</li> <li>▼ Inpatient meals provided to breastfeeding mothers</li> </ul>
<p><b>Anticipated impacts</b></p>	<ul style="list-style-type: none"> <li>▼ Teach children to eat healthier, exercise and enjoy intentional family time</li> <li>▼ Promote a healthier lifestyle</li> <li>▼ Decrease visits to providers for preventable conditions</li> <li>▼ Improvements in weight and abdominal girth measurements</li> </ul>
<p><b>Hospital/clinic resources</b></p>	<ul style="list-style-type: none"> <li>▼ Financial support</li> <li>▼ In-kind donations</li> <li>▼ Outreach/health education materials</li> <li>▼ Staff time</li> <li>▼ Supplies</li> <li>▼ Other support: cost of meals provided</li> </ul>
<p><b>Community partner(s) involved in the work</b></p>	<ul style="list-style-type: none"> <li>▼ USDA</li> <li>▼ WIC</li> <li>▼ City of Killeen</li> <li>▼ City of Killeen Senior Activity Center</li> </ul>
<p><b>Outcome measures</b></p>	<ul style="list-style-type: none"> <li>▼ Number of participants in the Family, Food and Fun program</li> <li>▼ Weight, height and abdominal girth measurements</li> </ul>

## Baylor Scott & White Medical Center – Temple (including Baylor Scott & White McLane Children’s Medical Center)

### Priority need 6: Access to care: insurance

<b>Planned programs/ strategies</b>	<ul style="list-style-type: none"> <li>▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy</li> <li>▼ Cash and in-kind contributions to other not-for-profit community organizations existing to increase access to care for the community</li> <li>▼ Enrollment services to assist in the qualification of government assistance programs for the uninsured</li> <li>▼ Drug Assistance Program</li> </ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"> <li>▼ Increased access to primary care and/or specialty care for indigent people regardless of their ability to pay</li> <li>▼ Enable access to care, such as Medicaid, Medicare, SCHIP and other government programs or charity care programs for use in any hospital within or outside the hospital</li> <li>▼ Patients gain access to medications needed to treat their medical conditions</li> </ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"> <li>▼ Financial support</li> <li>▼ In-kind donations</li> <li>▼ Outreach/health education materials</li> <li>▼ Staff time</li> <li>▼ Supplies</li> </ul>
<b>Community partner(s) involved in the work</b>	<ul style="list-style-type: none"> <li>▼ Body of Christ Community Clinic</li> <li>▼ Greater Killeen Free Clinic</li> <li>▼ Temple Community Clinic</li> </ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"> <li>▼ Amount of financial and in-kind contributions</li> <li>▼ Number of people receiving financial assistance; unreimbursed cost of care</li> <li>▼ Number of people certified for insurance programs</li> <li>▼ Number of patients provided with medications through the Drug Assistance Program</li> <li>▼ Cost of medications</li> </ul>

## Baylor Scott & White Continuing Care Hospital

### Priority need 6: Access to care: insurance

<b>Planned programs/ strategies</b>	<ul style="list-style-type: none"><li>▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy</li><li>▼ Cash and in-kind contributions to other not-for-profit community organizations existing to increase access to care for the community</li><li>▼ Enrollment services to assist in the qualification of government assistance programs for the uninsured</li></ul>
<b>Anticipated impacts</b>	<ul style="list-style-type: none"><li>▼ Increased access to primary care and/or specialty care for indigent people regardless of their ability to pay</li><li>▼ Enable access to care, such as Medicaid, Medicare, SCHIP and other government programs or charity care programs for use in any hospital within or outside the hospital</li></ul>
<b>Hospital resources</b>	<ul style="list-style-type: none"><li>▼ Financial support</li><li>▼ In-kind donations</li><li>▼ Outreach/health education materials</li><li>▼ Staff time</li><li>▼ Supplies</li></ul>
<b>Outcome measures</b>	<ul style="list-style-type: none"><li>▼ Amount of financial and in-kind contributions</li><li>▼ Number of people receiving financial assistance; unreimbursed cost of care</li><li>▼ Number of people certified for insurance programs</li></ul>



## Baylor Scott & White Clinic (including Baylor Scott & White McLane Children’s Clinic)

### Priority need 6: Access to care: insurance

<b>Planned programs/ strategies</b>	▼ Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy
<b>Anticipated impacts</b>	▼ Increased access to primary care and/or specialty care for indigent people regardless of their ability to pay
<b>Hospital/clinic resources</b>	▼ Financial support
<b>Outcome measures</b>	▼ 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:

## ▾ Health literacy

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](mailto:CommunityHealth@BSWHealth.org).

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