



July 1, 2015 – June 30, 2016

**Community Benefit
Implementation Plan**




The Heart Hospital
Baylor Denton

Joint ownership with physicians

Now part of Baylor Scott & White Health

Baylor Scott & White Health
Community Benefits Plan for
The Heart Hospital at Baylor Denton
2801 South Mayhill Road
Denton, Texas 76208
Taxpayer ID # 26-3603862
Effective for tax year beginning July 1, 2015

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I. Purpose of the Plan

This Community Benefit Plan (Plan) addresses the prioritized community health care needs identified through the Community Health Needs Assessment (CHNA) conducted during the taxable year ending June 30, 2015. The CHNA is summarized below in Section VI and may be reviewed in its entirety at www.BaylorHealth.com/Community . This Plan serves as the Hospital's implementation strategy for meeting identified needs including setting the goals and objectives for providing community benefits. The implementation period of this Plan is effective in the tax year beginning July 1, 2015.

II. Hospital Description

The Heart Hospital Baylor Denton was established in May 2013, as a cardiovascular specialty hospital in Denton, Texas, and is an affiliate of Baylor Scott & White Health (BSWH). The hospital is modeled after The Heart Hospital Baylor Plano, a joint ownership with Baylor Regional Medical Center at Plano and physicians, with a mission to provide safe, quality, compassionate care and five-star service to its guests.

The Heart Hospital Baylor Denton is the first and only freestanding, full-service hospital in Denton County dedicated solely to heart and vascular care. The 22 bed hospital has a medical staff of 315 physicians, with 140 being physician partners---comprised of cardiovascular physicians and surgeons including multiple specialties to support the health care needs of North Texas residents. Of the 22 private inpatient suites, nine are cardiac universal beds, allowing the guest to receive the current level of care needed in-suite, without the need for transfer to a different unit to receive various levels of care during recovery. The hospital includes a 12 bed ambulatory surgical unit and a 12 bed post anesthesia care unit, a 24-hour, five bed emergency department, two cardiac catheterization labs, one electrophysiology lab, one hybrid operating room, and two cardiovascular operating suites.

In addition to providing complete in-patient services, the hospital provides a full service imaging department that includes a 256-slice CT scanner, 1.5 Tesla MRI, along with 3-D and 2-D echocardiography. The hospital provides inpatient and outpatient care, including diagnostic, interventional and surgical services. The Center for Advanced Cardiovascular Care™ is an outpatient department of the hospital and includes the Comprehensive Wound & Vascular Center. The center contains two mono-place hyperbaric oxygen chambers (HBO) and a staff of highly trained wound and vascular specialists including a board certified hyperbaric physician, podiatrist, vascular and interventional physicians. Specialized heart and vascular services include:

- Cardiothoracic surgical services
- Cardiac diagnostic and interventional services
- Electrophysiology services

- Peripheral vascular services
- Vascular services
- Non-invasive cardiac testing

The Hospital uses its resources to improve the health of Denton and surrounding communities through patient care, education, research and other community services. In the fiscal year ending June 30, 2014, the Hospital admitted 157 total adult patients resulting in a total of 405 days of care and received 154 emergency department outpatient visits.

As part of the Hospital's commitment to the community, the Hospital provides financial assistance in the form of charity care to patients who are indigent and satisfy certain requirements. Additionally, the Hospital is committed to treating patients who are eligible for means tested government programs such as Medicaid and other governmental programs including Medicare, regardless of reimbursement shortfalls, and thereby relieves the state and federal government of the burden of paying the full cost of care for these patients.

Often, patients are unaware of the federal, state and local programs open to them for financial assistance, or they are unable to access them due to the cumbersome enrollment process required to receive these benefits. The Organization offers assistance in enrollment to these government programs or extends financial assistance in the form of charity care through the Hospital's Financial Assistance Policy which can be located on the website at BaylorHealth.com/FinancialAssistance.

III. Hospital Mission Statement

The Hospital is operated as a part of a sustainable, integrated health care delivery system with and other affiliated hospitals and health care providers (System). As an affiliate of BSWH, the Hospital is required to adhere to high standards for medical quality, patient safety and patient satisfaction. These standards help ensure consistency and are set forth by the System. The Hospital, along with other affiliates, provides community benefit activities reflective of the System mission: The hospital "exists to serve all people by providing personalized health and wellness through exemplary care, education, and research as a Christian ministry of healing."

IV. Baylor Scott & White Health Affiliation and Collaboration

The Hospital is part of a large faith based integrated health care delivery System serving the health care needs of the 12-county Dallas/Fort Worth Metroplex area. Health care services are provided through a network of more than 360 access points. The System comprises separate

legal entities including: philanthropic foundations; a research institute; a physician network; acute care hospitals; short-stay hospitals; specialty hospitals; ambulatory surgery centers; senior centers and other health care providers, all of which fall under the common control of Baylor Scott & White Holdings.

The System has established a patient transfer system among the affiliated hospitals. This allows patients requiring a particular level of care to be transferred as needed to a related hospital that can best provide the service needed. Because complex diseases and treatment needs vary across the System, the Hospital provides patients with the opportunity to optimize their medical outcomes through direct access to specialized treatment centers, leading physicians, dedicated support teams, knowledgeable nurse navigators, supportive patient advocates and enhanced access through transportation programs. In this way, the myriad services of the System work together to compassionately improve the overall care provided to our patients and the community.

V. Community Served by Hospital

The System is committed to serving a vast array of neighborhoods comprising its service area and recognizes the importance of preserving a local community focus to effectively meet community needs. Located in Denton County, the Hospital serves the East Region of the System and its total service area includes ZIP codes from Argyle, Denton, Pilot Point, Sanger, The Colony and Lewisville¹.

¹ The TSA is defined by the health care industry standard eighty percent rule (fifty percent of inpatient volume from the primary service area plus thirty percent of the inpatient volume from secondary service area). To ensure that a true representation of the community is served, the outlier Zip codes are removed, missing Zip codes adjacent to the facility are included and Zip codes needed to complete the contiguous service area are included.

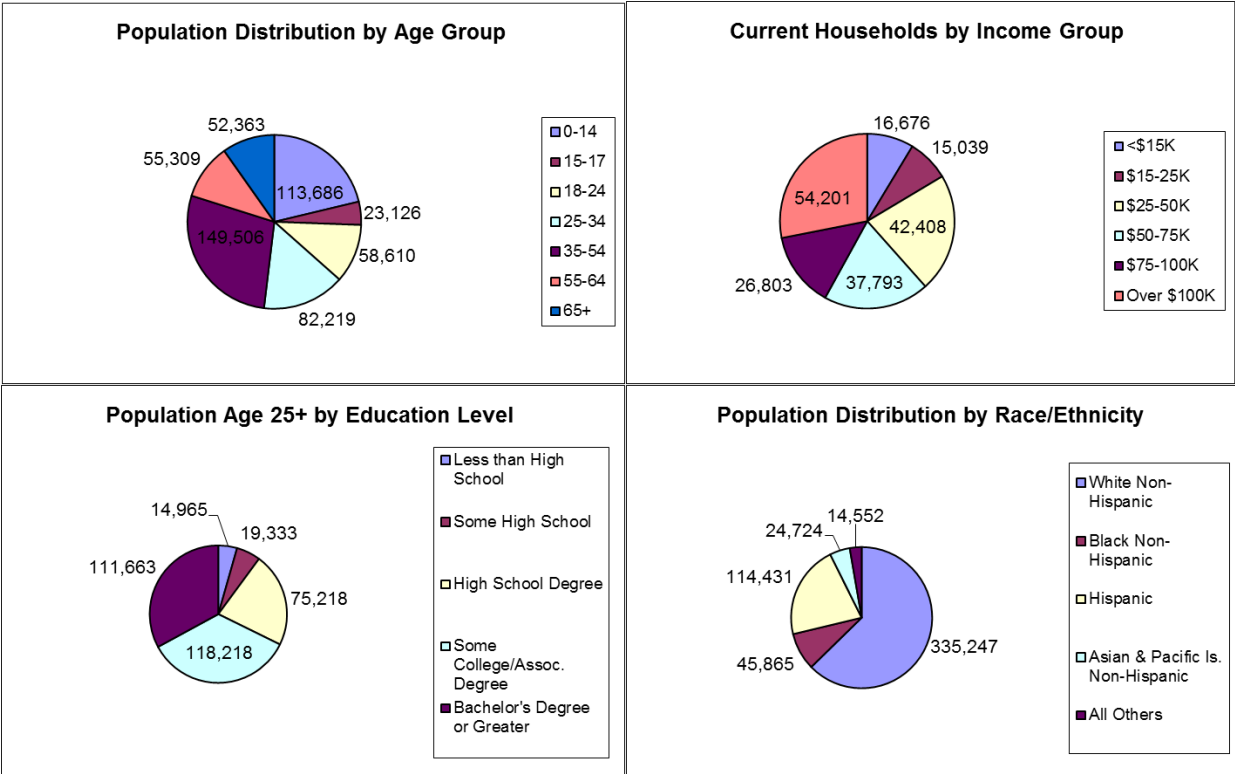


Based on population alone, Texas is the second largest state in the nation with more than 25 million people. From 2000 to 2010, Texas experienced a 20 percent growth in population, as compared to only a 9.7 percent increase nationally. Originally, the North Texas Region was defined to include Collin, Dallas, Denton, Ellis, Fannin, Grayson, Kaufman, Navarro, and Rockwall counties.

The broader demographics were considered to be representative of the narrower final boundaries and there is considerable in- migration from the original counties to Dallas County for health care services. The service area comprises:

- An urban/suburban geographic area
- Service Area Population: 534,819

- Service Area Ethnicity: White Non Hispanic = 62.7 percent; Black Non Hispanic = 8.6 percent; Hispanic = 21.4 percent; Asian and Pacific Islanders Non-Hispanic = 4.6 percent; All Others = 2.7 percent.
- Service Area Household Average Income = \$82,203
- Service Area living below the Federal Poverty Level (FPL): 4.3 percent (compared to 9.7 percent living below the FPL in the Dallas/Fort Worth Metroplex, and 9.4 percent living below the FPL in the United States).
- Number of other hospitals serving the community: 10 hospitals other than The Heart Hospital Baylor Denton
- Medically Underserved: The Heart Hospital Baylor Denton service area does not contain any medically underserved areas or populations.
- Service Area Education: Less than High School = 4.4 percent; Some High School = 5.7 percent; High School Diploma = 22.2 percent; Some College/Associates Degree = 34.8 percent; Bachelor’s Degree or Greater = 32.9 percent
- Service Area male population = 264,185; Service Area female population = 270,634
- Service Area Age: 0-14 = 21.3 percent; 15-17 = 4.3 percent; 18-24 = 11.0 percent; 25-34 = 15.4 percent; 35-54 = 28.0 percent; 55-64 = 10.3 percent; 65+ = 9.8 percent
- Service Area Payer Mix: Managed Care = 47.9 percent; Medicaid = 11.3 percent; Medicare = 30.3 percent; Self Pay/Charity = 10.2 percent; Other = 0.4 percent



VI. Community Health Needs Assessment Summary

During the fiscal year ending June 30, 2015, the Hospital conducted a Community Health Needs Assessment (CHNA) to assess the health care needs of the community. The CHNA took into account input from persons who represent the broad interest of the community served by the Hospital, including those with special knowledge of or expertise in public health. The CHNA has been made widely available to the public and is located on the website at the following address, BaylorHealth.com/Community. A summary of the CHNA is outlined below including the list of the needs identified in the assessment.

Creating healthy communities requires a high level of mutual understanding and collaboration with community individuals and partner groups. The development of this assessment brings together information from community health leaders and providers along with local residents for the purposes of researching, prioritizing and documenting the community health needs for the geographies served by the Hospital. This health assessment will serve as the foundation for implementing community health improvements for the community.

The FY 2015 CHNA brings together a variety of health status information. This assessment consolidates information from the recent community health needs assessment conducted for the Texas' Regional Healthcare Partnership Region 9 (Region 9 RHP), the Dallas County Community Health Needs Assessment and the Consumer Health Report conducted by the National Research Corporation (NRC) for the Hospital. Each of these reports takes into account input from person who represents the broad interest of the community including those with special knowledge of or expertise in public health.

The identified community health needs as outlined below were reviewed and prioritized with input from the BSWH Senior Leadership, the BSWH Mission and Community Benefit Committee and approved by the BSWH Board of Trustees. The methodology for prioritization can be found in the CHNA executive summary. Each identified need is prioritized as high, medium or low.

The importance and benefits of compiling information from other recognized assessments are as follows: 1) Increases knowledge of community health needs and resources, 2) Creates a common understanding of the priorities of the community's health needs, 3) Enhances relationships and mutual understanding between and among stakeholders, 4) Provides a basis upon which community stakeholders can make decisions about how they can contribute to improving the health of the community, 5) Provides rationale for current and potential funders to support efforts to improve the health of the community, 6) Creates opportunities for

collaboration in delivery of services to the community and 7) Provides guidance to the hospital how it can align its services and community benefit programs to best meet needs.

In developing a plan to address all identified community health needs, the Hospital and the System found that aggregating the needs allows for significant, crosscutting initiatives. Therefore, this community health implementation plan organizes the needs as follows:

Identified Health Needs

- A. Access to Care for Low Income/Underserved
- B. Multiple Chronic Conditions
- C. Preventive Health Screenings
- D. Behavioral Health
- E. Patient Safety and Hospital Acquired Conditions
- F. Emergency and Urgent Care
- G. Health Infrastructure

VII. PLAN OF ACTION/STRATEGY

As a member of the largest not-for-profit health system in Texas, the Hospital provides its patients and community with greater access to care directly by the Hospital and in collaboration with other affiliates of the System through an array of System initiatives that meet many of the identified community needs from the Hospital's CHNA.

Among the greatest need identified in the CHNA is the need for ***access to more quality preventive health and sick care services*** to be provided in the communities served by the Hospital. These needs require improving the excellence of health care delivery through additional services with a continual focus on the patients, and compassion for their situation. These needs will be met through the convenient locations across the System, and the cooperation and collaboration afforded the Hospital by the vast geography served through the System. This System affiliation makes the Hospital a more robust service provider, including the advancement of medical education and research initiatives.

Need is the basis for building new facilities and advancing and increasing services through physicians and caregivers drawn to the System in recognition of its quality standing in the communities served system-wide. Categories of service in this Plan will include community building activities, community health education services, medical education, subsidized health services, research, financial and in kind donations, community benefit operation funds and

health care support services. In the commission of this Plan, the Hospital expects to annually fund programs and services exceeding an estimated value of more than \$12 million inclusive of the unreimbursed cost of Medicare.

In addition to the Hospital's tactics to meet the community health needs identified below, the community of the Hospital benefits from many System initiatives which are funded and provided by both the Hospital and affiliates of the System.

As a provider of specialty cardiovascular services, as well as a 24-hour emergency department, the Hospital will address the needs of ***access to care, multiple chronic conditions, emergency and urgent care***, and ***preventive health screenings***. The remaining needs listed above will be directly addressed by the Hospital, but addressed through the Hospital's relationship with BSWH.

VIII. PLAN OF ACTION/STRATEGY

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As a provider of specialty cardiovascular services, as well as a 24-hour emergency department, the Hospital will address the needs of access to care, multiple chronic conditions, emergency and urgent care, and preventive health screenings. The remaining needs listed above will be addressed through the Hospital's relationship with BSWH, whose initiatives are found in the addendum to this Plan.

A. Access to Care for Low Income/Underserved

Goal 1: Expand the availability of primary and specialty care services throughout the TSA, supporting access in neighborhoods with low socioeconomic status.

Hospital Initiatives:

1. Community Health Improvement Services

- The Hospital will provide recruitment assistance to physicians and other allied health professionals in order to relocate their practices into the community to satisfy a documented shortage of physicians in the TSA and other medically underserved areas.

2. Medical Education

- Provide continuing medical education (CME) offering strategic support services in the community to enhance the quality of educational offerings for clinical professionals which in turn will sustain and improve the quality of patient care throughout the community.

3. Community Benefit Operations

- Conduct a CHNA to determine community health needs.
- Provide staff to oversee community benefit program activities not included in other categories of community benefit.

4. Health Care Support Services

- Provide access and application to government programs, such as Medicaid, and to System financial assistance programs to patients of many languages.
- Provide assistance to enroll in public programs such as Medicaid.
- Provide translation services beyond what is required by law of for accreditation (to a group comprising less than 60 percent of the population).

5. Financial Donations

- Provide funding to support areas of community need such as treatment and research in chronic and co-morbid diseases, growth and building of health care resources to improve access to care and health care infrastructure, patient and family support and community education of health and wellness.

System Initiatives:

The BSWH strategy to improve access to care is available to augment the Hospital's services whenever patient conditions require. These include:

1. Community Health Improvement Services

- Within the Delivery System Reform Incentive Payment (DSRIP) projects, the Hospital will work with other affiliates to help establish a new BSWH clinic near the Hospital campus to serve the underserved population in the community.
- Within DSRIP, increase and improve access to specialty care by for patients who have established care at a BSWH Clinic. Specialty care services that facilitate patients meeting preventive and disease specific guidelines are top priority. Services such as office visits with certain specialists, wound care treatment, and facility based procedures such as cardiac catheterizations, certain surgeries (i.e.: gall bladder/hernia), excision of masses (breast, lymphoma), and cataract removal are examples of the types of care patients could receive.
- Implement more efficient care coordination strategies and reducing health care costs, thereby increasing access to care.
- Offer free flu vaccinations to employees and at BSWH clinics.
- Provide free childhood immunizations at BSWH clinics.
- Influence care models, care transitions and care coordination initiatives at a local and national level.
- Provide a Physician Finder Tool for community members in need of a physician.

2. Research

- Coordinate with service providers to register patients in clinical research trials available through Baylor Research Institute (BRI).

Goal 2: Improve access to quality primary and specialty care and establish a “medical home” for residents of North Texas who lack a primary care physician.

Hospital Initiatives:

1. Community Health Improvement Services

The Hospital provides access to diagnosis and treatment of cardiovascular care conditions.

- The Hospital will provide a Physician Finder Tool for community members in need of a physician.

B. Multiple Chronic Conditions

Goal: Reduce avoidable hospitalization and prevent increased severity of illness caused by the most prevalent health conditions: hypertension, high blood pressure, heart failure and chronic obstructive pulmonary disease (COPD). This is accomplished by providing or referring patients to a medical home for comprehensive primary care services, chronic disease education and management and community-based care coordinators.

Hospital Initiatives

1. Community Health Improvement Services

- Provide access to care diagnosis, treatment and prevention for populations at high risk of cardiovascular disease.
- The Hospital will participate in health fairs. These events are offered annually to the community free of charge, and are coordinated through a collaborative effort. Representatives of the Hospital will participate on the planning committees and numerous employees volunteer at the events, providing screenings and educational information at each event. The Hospital will purchase the screening supplies for these events.
- Televised medical education with clinical experts to speak on cardiovascular disease, symptoms and treatments of disease, prevention methods and wellness on local news stations.
- Maintain an educational website to provide resources on programming, events in the community, healthy coping methods, medication explanations, problem resolution to reduce risk, healthy eating and resources for those living with cardiovascular diseases.

2. Financial and In-kind Donations

- Provide funding to support areas of community need such as treatment and research in chronic and co-morbid diseases, patient and family support and community education of health and wellness.

3. Community Benefit Operations

- Provide staff to oversee and report on community benefit program activities meeting the need stated in multiple chronic disease.

C. Preventive Health Screenings

Goal: Provide health screenings in the community in an effort to prevent heart disease and alert individuals to heart health risks at an earlier stage.

Hospital Initiatives

1. Community Health Improvement Services

- Maintain a low heart failure readmission rate through the CACC's Congestive Heart Failure Center.
- Improve quality outcomes and reduce health disparities of acute care admissions by supporting patients with resources like community care navigators, chronic disease educators and preventive health screenings.
- Improve follow-up care after inpatient or outpatient discharge with utilization of new staff such as care coordinators and health coaches, which lowers patients' risk for readmission.
- Reduce geriatric readmissions and emergency room visits through a transitional care model which helps nurses to assess risks for chronically ill patients and conduct proper and timely follow-up.

D. Emergency and Urgent Care

Goal: Reduce unnecessary emergency department and urgent care encounters in all populations by educating the community on medical conditions and coverage within various private and government-sponsored insurance options.

Hospital Initiatives

1. Subsidized Health Services

- The Hospital provides emergency and trauma care services for cardiovascular patients.

2. Health Care Support Services

- Provide access and application to government programs, such as Medicaid, and to BSWH financial assistance programs to patients of many languages.

3. Community Health Improvement Services

- Improve the delivery of emergency care and ensure safe, quality, and value-based care through electronic connectivity of an electronic health record and a new network of care providers.
- The Hospital will offer education at health fairs and community events on proper use of the emergency department including knowing the signs of a cardiovascular emergency, how to be prepared and what to expect from a visit to the emergency department.

IX. Mechanism to Evaluate the Plan's Effectiveness

The Hospital will judge the effective implementation of the Plan by annually measuring the goals of the plan against evaluation metrics, including but not limited to dollars spent and utilization. This will be accomplished through collaboration with hospital reporters who are responsible for implementing the Plan. In addition, community members may respond with feedback per instructions in section IX noted below.

X. Plan Contact Information

Any comments or suggestions in regard to the community benefit activities are greatly welcomed and may be addressed to Jennifer Coleman, Senior Vice President, Consumer Affairs, Baylor Scott & White Health, 3600 Gaston Avenue, Dallas, Texas 75246.