



Baylor Scott & White

HEALTH

IMPLEMENTATION STRATEGY

for the 2016

Community Health Needs Assessment

Baylor Scott & White Medical Center – Brenham

Baylor Scott & White Medical Center – College Station

Scott & White Clinic

Approved by: Baylor Scott & White Medical Center – Brenham Board of Directors on August 17, 2016 and Baylor Scott & White Health – Central Texas Operating, Policy and Procedure Board on August 19, 2016 and posted to BaylorScottandWhite.com/CommunityNeeds on November 15, 2016.

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Baylor Scott & White Health Mission Statement

OUR MISSION

Baylor Scott & White Health exists to serve all people by providing personalized health and wellness through exemplary care, education and research as a Christian ministry of healing.

“Personalized health” refers to our commitment to develop innovative therapies and procedures focusing on predictive, preventive and personalized care. For example, data from the electronic health record helps predict the possibility of disease in a person or a population. And with that knowledge, measures are put in place to either prevent the disease altogether or significantly decrease its impact on the patient or the population. Care is tailored to meet the individual medical, spiritual and emotional needs of the patients served.

“Wellness” refers to ongoing efforts to educate the people served, helping them get healthy and stay healthy.

“Christian ministry” reflects the heritage of Baylor Health Care’s founders and Drs. Scott and White, who showed their dedication to the spirit of servanthood — to equally serve people of all faiths and those of none.

WHO WE ARE

In 2013, Baylor Health Care System and Scott & White Healthcare became one.

The largest not-for-profit health care system in Texas, and one of the largest in the United States, Baylor Scott & White Health (BSWH) was born from the 2013 combination of Baylor Health Care System and Scott & White Healthcare.

Known for exceptional patient care for more than a century, the two organizations serve adjacent regions of Texas and operate on a foundation of complementary values and similar missions. BSWH includes 41 licensed hospitals, more than 900+ patient care sites, more than 6,600 active physicians, 43,750+ employees and the Scott & White Health Plan.

Over the years, Baylor Health Care System and Scott & White have worked together as members of the High Value Healthcare Collaborative, the Texas Care Alliance and Healthcare Coalition of Texas and are two of the best known, top-quality health care systems in the country, not to mention in Texas.

After years of thoughtful deliberation, the leaders of Baylor Health Care System and Scott & White Healthcare decided to combine the strengths of the two health systems and create a new model system able to meet the demands of health care reform, the changing needs of patients and extraordinary recent advances in clinical care.

With a commitment to and a track record of innovation, collaboration, integrity and compassion for the patient, BSWH stands to be one of the nation's exemplary health care organizations.

OUR CORE VALUES & QUALITY PRINCIPLES

Our values define our culture and should guide every conversation, decision and interaction we have with each other and with our patients and their loved ones:

- *Integrity*: Living up to high ethical standards and showing respect for others
- *Servanthood*: Serving with an attitude of unselfish concern
- *Teamwork*: Valuing each other while encouraging individual contribution and accountability
- *Excellence*: Delivering high quality while striving for continuous improvement
- *Innovation*: Discovering new concepts and opportunities to advance our mission
- *Stewardship*: Managing resources entrusted to us in a responsible manner

2016 Community Health Needs Assessment Summary

Community Served

BSWH owns and operates multiple individual licensed hospital facilities serving the residents of North and Central Texas. The following hospital facilities have defined their communities to be the same, and conducted a joint community health needs assessment.

- Baylor Scott & White Medical Center – Brenham
- Baylor Scott & White Medical Center – College Station

These same hospital facilities have also chosen to do a joint implementation strategy with another 501(c)(3) nonprofit organization:

- Scott & White Clinic

For the 2016 assessment process, the above hospital facilities defined their community to be the geographical area of Austin, Brazos, Burleson, Grimes, Waller and Washington counties. The community served was determined based on the counties that make up at least 75 percent of the hospital's inpatient and outpatient admissions.

BSWH Implementation Strategy

Map of Community Served



Highlights of community characteristics include:

- The population is expected to grow 6% by 2020, an increase by more than 40,000 people, by 2020. The 6% population growth is minimally lower than the state’s growth rate (6.7%) and higher compared to the national growth rate (4%). The ZIP Codes expected to experience the most growth in five years are:
 - 77845 College Station – 5,343 people
 - 77840 College Station – 2,381 people

The sixty-five plus cohort was the smallest but is expected to experience the most growth over the next five years, adding nearly 8,000 seniors to the community. Growth in this population will likely contribute to increased utilization of services as the population continues to age. Meanwhile, 45 and 64 year old cohort is expected to decrease except in Brazos County where it is expected to grow by 2,500 lives.

- The growth of the Hispanic population in the community is projected to far exceed that of the non-Hispanic population with 24,012 Hispanic individuals being added to the community over the next 5 years.
- The median household income is \$45,802. Forty-one percent (41%) of the community is privately insured, which is equivalent to 165,363 covered lives. The population purchasing insurance through the health insurance exchange marketplace is expected to increase from 10% of the privately insured to 20% by 2020. Medicaid covers 39,927 (11%) lives, 154,382 (39%) are uninsured, and 41,231 (10%) are covered by Medicare or are Medicare Dual Eligible. The uninsured population is not projected to experience any change over the next 5 years.
- The community includes sixteen (16) Health Professional Shortage Areas and six (6) Medically Underserved Areas as designated by the U.S. Department of Health and Human Services Health Resources Services Administration.

COUNTY	Health Professional Shortage Area (HPSA)				Medically Underserved Area/Population (MUA/P)
	Dental Health	Mental Health	Primary Care	TOTAL HPSA	TOTAL MUA/P
Austin County	0	1	1	2	1
Brazos County	1	2	2	5	1
Burleson County	1	1	1	3	1
Grimes County	0	1	1	2	1
Waller County	0	1	1	2	1
Washington County	0	1	1	2	1
TOTAL	2	7	7	16	6

Community Health Needs Assessment Process

Beginning in the summer of 2015, a BSWH task force led by the community benefit, tax compliance, and corporate marketing departments began the process of assessing the current health needs of the communities served by all BSWH hospitals. Truven Health Analytics was engaged to help collect and analyze the data for this process and to compile a final report made publicly available in June of 2016.

For the 2016 assessment, Baylor Scott & White Medical Center – Brenham and Baylor Scott & White – College Station have defined their community to be the geographical area of Austin, Burleson, Brazos, Grimes, Waller and Washington counties. The community served was determined based on the counties that make up at least 75 percent of the hospital facilities’ inpatient and outpatient admissions over a period of the past 12 months.

With the aid of Truven Health Analytics, we examined nearly 70 public health indicators and conducted a benchmark analysis of this data comparing the community to overall state of Texas and U.S. values. For a qualitative analysis, and in order to get input directly from the community, focus groups were conducted that included representation of minority, underserved and indigent populations’ needs. Several key informants in the community that were community leaders and public health experts were also interviewed.

Needs were first identified when an indicator for the community served did not meet state benchmarks. An index of magnitude analysis was then conducted on all the indicators that did not meet state benchmarks to determine the degree of difference from benchmark in order to indicate the relative severity of the issue. The outcomes of this quantitative analysis were aligned with the qualitative findings of the community input sessions to bring forth a list of health needs in the community. These health needs were then classified 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.

The matrix was reviewed by hospital and clinic leadership in a session to establish a list of significant needs and to prioritize them. The meeting was moderated by BSWH – Central Texas Director of Community Benefit and included an overview of the community demographics, summary of health data findings, and an explanation of the quadrants of the health needs matrix.

Participants all agreed that the health needs indicated in the quadrant labeled “high qualitative, high quantitative” deserved the most attention, and there was discussion around which indicators from that quadrant should be identified as significant.

A dotmocracy voting method was employed to identify the significant needs, and then to prioritize those needs. Each participant voted for only 5 of the health needs identified in the matrix. The votes were tallied and priority needs were established by the highest number of votes and were displayed in order of number of votes received.

2016 Significant Health Needs

The identified significant needs are listed below in rank order. A complete description of the needs and how they were identified—including the data collected, community input obtained, analyzation process, and prioritization methods used—can be found in the 2016 CHNA report available at <http://baylor-scottandwhite.com/communityneeds>.

1. Mental Health was a community health need identified as a priority through the key informant interviews and focus groups. Specifically, participants mentioned that the prevalence of alcoholism in the community, exacerbated substance abuse and behavioral health challenges. The participants expressed a need for services to treat specific conditions related to substance abuse and behavioral health. The group's input acknowledged the existence of a tele-health counseling program which was available to provide mental health services at the local clinic.

According to the Behavioral Risk Factor Surveillance System (BRFSS), the average number of mentally unhealthy days, which includes stress, depression, and problems with emotions, reported by adults in the past month was 3.3 in Austin County, 2.8 in Brazos and Burnet counties, and 1.6 in Washington County compared to the state value of 3.3 and the County Health Rankings Top Performer's value of 2.3 (statistics were not available for Grimes and Waller counties). The state's percent of adults that reported binge drinking in the last 30 days is 16% which was only slightly higher than the U.S. at 15%. Nineteen percent (19%) of adults in Austin County reported binge drinking in the past 30 days.

According to the CMS National Provider Identification File the number of individuals in the community served for each mental health provider was 17,169 in Burleson County, 6,715 in Grimes County, and 2,885 in Austin County compared to 1,034 residents per provider in the state and 386 among the County Health Rankings Top Performers. None of the counties in the community served had a better population to mental health provider ratio than that of the state or the County Health Rankings Top Performers.

2. Chronic Illness A chronic illness or disease is a disease lasting 3 months or more, by the definition of the U.S. National Center for Health Statistics. Chronic diseases generally cannot be prevented by vaccines or cured by medication, nor do they just disappear. Health damaging behaviors - particularly tobacco use, lack of physical activity, and poor eating habits - are major contributors to the leading chronic diseases.

Chronic illness/disease prevention and management was a concern due to the significant impact it has on the health of the community. Specifically, preventable conditions such as adult uncontrolled diabetes and obesity contribute to chronic disease and could be prevented with healthy lifestyle choices. The participants identified the need for easy access to healthy food options and support for active lives. The group provided examples of programs the community could offer to promote healthy living, which included food cooperatives, green space with structured activities, convenient access to exercise facilities, education for the community on the importance of physical activity and how to healthily prepare food.

According to the CDC Diabetes Interactive Atlas, adult diabetes incidence in Burleson County was 12%, which is the highest of the counties included in the community served and was above the state's average of 9%. Brazos was the only county in the community that was below the state's benchmark. Adult, uncontrolled diabetes hospitalizations per 100,000 people were 22.1 in Grimes County and 20.1 in Washington County compared to 13.1 in the state. Both Austin County and Brazos County were below the state's benchmark according to the Texas Department of State Health Services.

3. Cancer Most new cancer cases in the community served were breast, prostate or lung cancers; however, the fastest growing cancers were pancreatic, thyroid, melanoma and kidney. Cancer incidence for all types per 100,000 people were lower in the community served than in the U.S., according to the National Cancer Institute. The counties with the highest prevalence of cancer were Brazos (425) and Grimes (453).

Cancer was identified as a top health priority for the community served due to the low incidence of mammography screening in Medicare enrollees. According to Dartmouth Atlas of Healthcare, one half of the counties included in the community have screening rates less than both the U.S. and the state. All counties fell below the state's 59% benchmark; Burleson, Grimes, and Waller counties had 49%, 49%, and 52% mammography screening by Medicare enrollees, respectively.

4. Obesity and diabetes coupled with an unhealthy lifestyle were also a common theme among participants in the key informant interviews and focus group sessions. Participants noted the prevalence of "cultural beliefs and food habits," rather than a culture of living a healthy life in the community. Ethnic habits, which may be unhealthy, were difficult to modify, and food deserts in the community contributed to unhealthy eating habits. Adult exercise options remain limited and are not easily accessible. There was a need for more community activities and opportunities to exercise. The availability of education about the correlation between obesity, diabetes and a healthy lifestyle was limited.

According to the CDC, the percent of adults that reported a body mass index (BMI) of 30 or more was 29% in the state; the counties of Burleson (30%), Grimes (35%), and Waller (31%) exceeded the state. According to the USDA, the percentage of low-income residents that had limited access to healthy foods was 18% in Brazos County, 16% in Grimes County, and 15% in Austin County compared to the state value of 8%. Additionally, only 18% of the population in Waller County had adequate access to locations for physical activity compared to the state value of 84%; other counties in the community served that were lower than the state's benchmark included Austin (59%), Burleson (43.1%), Grimes (43%) and Washington (73%).

5. Access to Specialty Provider. The lack of access to specialty providers provided challenges to caregivers and their patients due to the difficulty it can often cause in managing specific diseases. The focus group, comprised of clinic directors, specifically mentioned the problems patients with Hepatitis C encounter due to the lack of specialists.

Receiving care from a specialist may be more costly due to the nature of chronic conditions; therefore, when patients have limited monies available for healthcare, they often do not seek the necessary treatment from a specialty physician. According to BRFSS, 26.4% of patients in Austin County and 14.6% of patients in Brazos County did not see a doctor due to cost, compared to 19.1% in the state.

6. Resources for the Elderly. The elderly population is the fastest growing cohort in the community served. Between 2015 and 2020, this population is projected to increase by nearly 8,000 seniors. Growth among this age group will likely contribute to increased utilization of healthcare services. Over time, the community must be able to provide adequate services to care for the aging population.

According to the Dartmouth Atlas of Healthcare, the price-adjusted Medicare reimbursements per

enrollee was \$10,488 in Austin County, \$9,767 in Brazos County, \$10,259 in Burleson County, \$11,001 in Grimes County, \$10,509 in Waller County, \$8,020 in Washington County and \$11,079 in the state. The number of hospital stays for ambulatory-care sensitive conditions per 1,000 Medicare enrollees was 79.3 in Burleson County, 72.7 in Grimes County and 66.6 in Grimes County compared to 63 in the state and 41.2 among the County Health Ranking Top Performers. The remaining counties in the community served had fewer stays for ambulatory-sensitive conditions.

The prioritized list of significant health needs has been presented and approved by the hospital facilities' governing body and the full assessment is available to the public at no cost for download on our website at BaylorScottandWhite.com/CommunityNeeds or may be requested at the hospital in the community surveyed.

This joint implementation strategy and corresponding community health needs assessment are intended to meet the requirements for community benefit planning and reporting as set forth in state and federal laws, including but not limited to: Texas Health and Safety Code Chapter 311 and Internal Revenue Code Section 501(r).

Implementation Strategy Development and Adoption

A Community Benefit and Community Health Needs Assessment (CHNA) Task Force, made up of community benefit, tax compliance, and corporate marketing representatives was established to advise hospitals on the development of individual Implementation Strategies to address unmet community health needs. The Task Force is responsible for overseeing the CHNA process including the integration of the community benefit priorities into the system-wide strategic planning process.

The Task Force objectives include:

- Review and provide support for local hospital community benefit plans
- Ensure alignment of plans to System culture and strategies
- Provide guidance on tactics to address community health needs
- Ensure compliance with federal and state guidelines, regulations and filings
- Oversee program evaluation and tracking
- Secure successful adoption of plan by hospital board of directors

The Task Force relied on valuable input from key hospital, research, and strategic planning leaders throughout the process to support the Hospital in planning for implementation.

The following criteria were utilized to determine the priority areas to address:

- *Severity or prevalence of the issue*
- *Notable health disparities in specific populations*
- *Readiness of community population to change*
- *Resources available to impact the need*
- *Feasibility of possible interventions to affect change*
- *Ability to evaluate outcomes*

Our Corporate Structure and Efforts to Address Community Needs

Baylor Scott & White Medical Center – College Station and Baylor Scott & White Medical Center – Brenham are licensed not-for-profit hospitals and as such have completed an assessment of community health needs and developed a joint implementation strategy to meet federal requirements to maintain that status. BSWH has separate clinic facilities that are invaluable in efforts to improve the health of our community both in treating patients as well as providing community benefits. Although the Clinic is not required by law to report its own community benefit, Clinic efforts around community health improvement are included in this plan as an extension of the work being done by the hospital for community benefit purposes.

By appropriately delegating resources within these facilities, strengthening local partnerships, and creating innovative programs both on the Hospital campus and within the community, Baylor Scott & White Medical Center- College Station, Baylor Scott & White Medical Center – Brenham and the Scott & White Clinic seek to make a positive impact on the following significant community health needs:

1. Mental Health Services and Resources
2. Chronic Disease Management and Prevention
3. Cancer
4. Obesity

The completed implementation strategy was adopted by the Baylor Scott & White Medical Center – Brenham Board of Directors on August 17, 2016 and the Baylor Scott & White Health – Central Texas Operating, Policy and Procedure Board, the fiduciary board of Baylor Scott & White Medical Center – College Station, on August 19, 2016.

Addressing Community Health Needs

MENTAL HEALTH SERVICES

Facility: Scott & White Clinic

Program Name: Mental Health in Primary Care Setting

Program Description: 7 mental health providers will be placed in 5 primary clinics to better meet community need for ease of access and services, as well as recruitment and hiring of additional Licensed Social Workers (LSW) and Licensed Care Social Workers (LCSW). The addition of other providers will be evaluated on a biannual basis.

Anticipated Impact: Additional staff will allow for new programs to be offered including educational classes and counseling services with a substance abuse focus.

Metrics:

- Number of patients seen

-% of population served aged 18 and older with a diagnosis of major depressive disorder (MDD) with a suicide risk assessment completed during the visit in which a new diagnosis or recurrent episode was identified.

-# of population age 18 and older with diagnosis of major depression or dysthymia who have a PHQ-9 tool administered at least once during a 4 month period in which there was a qualifying visit

Committed Resources:

Staff salaries for 8+ new FTEs

Facility: Baylor Scott & White Medical Center – College Station

Program Name: Behavioral Health Care

Program Description: The Hospital will partner with local organizations, including Parks Behavior Therapy, that specialize in behavioral health services to enhance the available services and make appropriate referrals for community members needing help with behavioral health issues in the College Station region. The focus will be primarily on the pediatric population and applied behavioral health therapy.

Anticipated Impact: Impact the pediatric population by cultivating local partnerships to provide education to the community and physicians on applied behavioral health therapy focusing on children in early childhood through 12th grade

Metrics:

of referrals made to Parks Behavior Therapy

Committed Resources:

No specific resources dedicated at this time

Facility: Baylor Scott & White Medical Center – Brenham and Baylor Scott & White Medical Center – College Station
Program Name: Project SEARCH
Program Description: The Hospitals will partner with local organizations to offer Project SEARCH, a school-to-work program for high school students with disabilities. This school-to-work student internship program is designed to help students with special needs enter the workforce.
Anticipated Impact: People with disabilities will learn to be more dependent on self than others
Metrics: # of participants in program Staff time planning and executing program
Committed Resources: College Station- Staff time planning and executing program (30 weeks for 6 mentors/annually) Brenham- in kind provision of facility space

Facilities: Baylor Scott & White Medical Center - Brenham and Baylor Scot & White Medical Center – College Station
Program Name: Stress Management Programs
Program Description: BSW- Brenham provides 5 evidence based stress management and caregiver programs to the community BSW-College Station will evaluate the potential to expand these services in the College Station and Bryan area.
Anticipated Impact: Caregivers and members of the community that suffer from mental health challenges will be better able to cope with their situation
Metrics: Number of course participants Participant self-reported success
Committed Resources: Brenham - 2.2 FTE College Station – staff time observing Brenham program and evaluating process to implement in the area

Additional Metrics:

The Hospital’s will monitor annual performance around actions taken, the number of people reached, and program outcome data when available as well as internal system monitored quality metrics and indicator data assessed in the CHNA the community level including:

- The % of the Medicare population diagnosed with depression through CMS
- The % of the Medicare population diagnosed with schizophrenia and other psychotic disorders through CMS
- The % of the Medicare population diagnosed with Alzheimer’s Disease/Dementia through CMS
- Ratio of population to one mental health provider through County Health Rankings
- Average number of reported poor mental health days through County Health Rankings

Planned Collaboration:

In addressing mental and behavioral health, the Hospitals and Clinic plan to collaborate with:

- Parks Behavior Therapy, LLC
- College Station Independent School District
- Department of Assistive and Rehabilitative Services (DARS)
- Brazos Valley Center for Independent Living (BVCIL)
- MHMR Authority of Brazos Valley
- Region 6 Education Service Center

CHRONIC DISEASE MANAGEMENT & PREVENTION

Facility: Baylor Scott & White Medical Center – Brenham

Program Name: Brenham Wellness Center Community Programs

Program Description: The Hospital provides a variety of free community programs through the Brenham Wellness Center to aid community members in managing or preventing multiple chronic diseases including:

-Matter of Balance

-Better Breathers Club

-Stress Busters: for caregivers of elderly family members or those with a chronic disease

-Chronic Pain Management

-Better Choices Better Health – Chronic Disease Self-Management

-Diabetes Self-Management

-Diabetes Support Group

-Group Lifestyle Management

Anticipated Impact: Program participants learn how to manage their disease and maintain appropriately healthy lifestyle.

Metrics:

of program participants

Self-reported assessments

Pre/post knowledge surveys

Committed Resources: 2.9 FTE for Wellness Center Programs

Facility: Baylor Scott & White Medical Center – Brenham

Program Name: Diabetes Support Group and Services

Program Description: a diabetes support group provided to the community free of charge Also offered is diabetes Medical Nutritional Therapy (MNT) and Diabetes Self-Management Education (DSME) through the Hospital's ADA recognized Diabetes Center. Baylor Scott & White - Brenham also offers *Si, Yo Puedo* - a Spanish only diabetes education program at the Hospital.

Anticipated Impact: Community members with diabetes are able to manage their disease and maintain a healthy lifestyle

Metrics:

Improvement of Hgba1c in participants
of participants

Committed Resources:

2.9 FTE for Diabetes Programs

Facility: Baylor Scott & White Medical Center – Brenham**Program Name: Washington County Clinic Diabetes Counseling**

Program Description: Brenham provides staff and materials to the Washington County Community Clinic to provide medically underserved patients with nutrition and diabetes counseling.

Anticipated Impact: Patients with Diabetes will be able to better manage their disease on their own without making unnecessary trips to the ED or the hospital.

Metrics:

Improvement of Hgba1c in Diabetics treated at the Clinic

Committed Resources: .2 FTE for diabetes counseling at Washington Clinic

Facility: Baylor Scott & White Medical Center – Brenham**Program Name: Congestive Heart Failure Support**

Program Description: The Hospital provides Congestive Heart Failure inpatient programs for patients after their primary diagnosis that aligns with the American Heart Association Model.

Anticipated Impact: Reduction in hospital readmission rate due to CHF

Metrics:

Readmission rates

of patients receiving support

Committed Resources: 1.4 Full Time Equivalent (FTE) for Congestive Heart Failure (CHF) program

Facility: Baylor Scott & White Medical Center – Brenham**Program Name: Chronic Disease Care Quality Improvement (DSRIP)**

Program Description: Connecting individuals with community based chronic illness self-management education opportunities

Anticipated Impact: to reduce ED visits per 100,000 in Washington County

Metrics:

Rate of ED visits per 100,000

Committed Resources: up to \$110,000 annually

Facility: Baylor Scott & White Medical Center – College Station**Program Name: Diabetes Boot Camp**

Program Description: a diabetes management course for the segment of the population with diabetes. Recognized by the American Diabetes Association (ADA) as meeting national standards for diabetes self-management education, the course is 4-part progressive class covering symptoms,

treatment goals, glucose monitoring, portion control, dining out, healthy food choices, label reading, foot care, stress reduction, healthy weight loss and more.

Anticipated Impact: Increased knowledge and awareness in community members around prevention of various chronic diseases

Metrics:

Improvement of Hgba1c in participants
of participants

Committed Resources:

Staff time managing program

Facility: Baylor Scott & White Medical Center – College Station

Program Name: Brazos Valley Community Outpatient Nutrition Classes and Outreach on Chronic Diseases

Program Description: A 4-week nutrition program offered to the community that will teach families how to make changes to begin living a healthier lifestyle like:

- Increasing number of family dinners to 5 - 7 days of the week.
- Increasing selection of healthier items (low sugar, low salt, review nutrition label for nutrition facts and portions, more fruit and vegetable options at home, meals prepared at home.)
- Increasing physical activity to meet or exceed national guidelines (adults 30-60 minutes most days of the week, children 60 minutes most days of the week).

Anticipated Impact: Increase nutrition/cooking skills and knowledge of participants.

Metrics:

Participant surveys
Participant biometrics
Participant basic fitness assessments

Committed Resources:

4 FTE (2 Registered Dieticians, 1 Chef, 1 Cook) = 120 hours/year
\$3,000 annually for supplies

Facility: Scott & White Clinic

Program Name: Endocrinology Provider Access

Program Description: The Scott & White Clinic has added an advanced practice professional (APP) and will explore the opportunity for hiring additional physician providers to serve in Endocrinology to help meet the growing need for patients to get treatment for diabetes. The Clinic will also evaluate annually to determine if/when more providers are needed.

Anticipated Impact: Increased access to Endocrinology specialty

Metrics:

- # of appointments per endocrinologist
- # of diabetic patients seen by a specialist in the last 12 months (pediatrics included)
- Improvement of Hgba1c in Diabetics seen in last 12 months
- # of Clinic patients with completed lipid panel for BMI>95%

Committed Resources: 1 Advanced Practice Professional in Endocrinology

Facilities: Baylor Scott & White Medical Center – Brenham, Baylor Scott & White Medical Center – College Station, Scott & White Clinic

Program Name: Community Health Education and Outreach

Program Description: The hospitals and Clinic will work together to host or sponsor a variety of community activities that promote healthy living/lifestyle, health fairs, health screening guidelines, and health lectures. Several ongoing programs are listed below

- It's a Guy Thing- annual men's health event featuring educational presentations, screenings and demonstrations
- For Women For Life –annual women's health event featuring educational presentations, screenings and demonstrations
- Health & Wellness Expos – provides blood pressure, BMI, grip strength, posture, vision, waist circumference and auricular therapy screenings
- Educational Panels – BSWH staff speak as part of educational panels at institutions of higher learning
- Website Education –information easily accessible to the public about how to make changes to live a healthy lifestyle is available at <http://wellness.sw.org>, topical information on certain diseases and health conditions affecting the community that is hosted on our blogsite <http://scrubbing.in>
- Walk With a Doc - a free year-round monthly walking program. Each program starts with a volunteer doctor hosting a short discussion on a popular health topic like heart health, women's health, screening tips, etc. Then the conversation migrates into the walk, all the way back to the meeting point, where walkers can get water and a light healthy snack.

Anticipated Impact: to encourage healthy physical activity in people of all ages, and reverse the consequences of a sedentary lifestyle, which will improve the health and well-being of the community.

Metrics:

- # of people attending events
- # staff hours planning and participating in community events
- # of website hits

Committed Resources:

- Staff hours planning event
- Staff and volunteer hours in execution of events

Facilities: Baylor Scott & White Medical Center – Brenham and Baylor Scott & White Medical Center – College Station

Program Name: Chronic Disease Self-Management Program

Program Description: BSW- Brenham currently offers this robust, evidence based program to help community members better manage their chronic diseases. BSW-College Station intends to evaluate the expansion of this program into the College Station/Bryan area. Subjects covered include: 1) techniques to deal with problems such as frustration, fatigue, pain and isolation, 2) appropriate exercise for maintaining and improving strength, flexibility, and endurance, 3) appropriate use of medications, 4) communicating effectively with family, friends, and health professionals, 5) nutrition, 6) decision making, and, 7) how to evaluate new treatments.

Anticipated Impact: successful ongoing maintenance of chronic diseases

Metrics:

of people served/participants in program

Committed Resources:

Brenham - 2.2 FTE for Chronic Disease Self-Management Program
College Station – staff hours for evaluation and possible implementation

Facilities: Baylor Scott & White Medical Center – Brenham and Baylor Scott & White Medical Center – College Station

Program Name: Community Health Financial and In – Kind Contributions

Program Description: the hospitals will collaborate with local, statewide, and national organizations whose work aligns with BSWH goals to impact health concerns. The hospitals will provide financial or in kind assistance to these organizations and in return, health services and or programs to encourage healthy living are made available to the community. Partner organizations include American Heart Association, American Diabetes Association, American Cancer Society, March of Dimes, Health for All, Brazos Valley Prenatal Clinic, Washington County Community Clinic, and more.

Anticipated Impact: Community partnerships will evolve so that contributions made by the hospital are intentional and meaningful having a measurable impact on the community

Metrics:

- Number of program participants
- Total value of contributions

Committed Resources:

- Brenham – \$130,000 annually
- College Station- \$121,000 annually

Facilities: Baylor Scott & White Medical Center – College Station and Scott & White Clinic

Program Name: Cardiac Rehabilitation Clinic

Program Description: The Clinic began offering a new Cardiac rehab clinic for inpatients beginning July 1, 2016. The clinic provides education and exercise information for patients being discharged from the hospital after a heart episode such as congestive heart failure, heart attack, or post-surgical patients. The goal is to expand this service to outpatient later in 2016. The Hospital will be doing renovations in order to allow for the cardiac clinic to move in.

Anticipated Impact: Reduction in hospital readmission following cardiac treatment

Metrics:

Hospital readmission rates
Number of patients who receive education

Committed Resources:

- Clinic:
 - 1 FTE inpatient
 - 1 FTE outpatient
 - Equipment purchase for outpatient \$60-\$70K
- College Station Hospital:
 - \$30,000 purchase for renovations
 - PT nurse

Additional Metrics:

The Hospital's will monitor annual performance around actions taken, the number of people reached, and program outcome data when available as well as internal system monitored quality metrics and indicator data assessed in the CHNA the community level including:

- Tobacco cessation compliance
- % of adults aged 20 and above diagnosed with diabetes reported via Behavioral Risk Factor Surveillance System (BRFSS)
- % of Medicare population according to Centers for Medicaid & Medicare Services (CMS) with the following conditions: hypertension, heart failure, hyperlipidemia, ischemic heart disease, atrial fibrillation, Chronic Obstructive Pulmonary Disease (COPD), and stroke
- # of heart disease, stroke and Chronic Lower Respiratory Disease (CLRD) deaths per 100,000 according to the National Vital Statistics System

Planned Collaboration:

In addressing chronic disease management and prevention, the hospitals and clinic plan to collaborate with:

- American Diabetes Association
- American Heart Association
- March of Dimes
- Health for All
- Texas A&M Health Science Center – College Station
- Washington County Community Clinic

CANCER

Facility: Baylor Scott & White Medical Center – Brenham

Program Name: Cancer Self-Management Program

Program Description: The hospital provides a Cancer Self-Management Program which will be expanded to the College Station region by Baylor Scott & White Medical Center – College Station over the next few years

Anticipated Impact: answers to questions on care/management are provided and the community served is directed to resources appropriately

Metrics:

of people served

Self-reported successes

Committed Resources:

-Brenham - 2.2 FTE for Cancer Self-Management

-College Station- staff hours for evaluation and implementation

Facility: Baylor Scott & White Medical Center – Brenham
Program Name: Free Mammograms
Program Description: The hospital will provide free Mammograms twice a year for the community served by patients at the Washington County Community Clinic through collaboration with the Rose Foundation.
Anticipated Impact: improvement of early detection of breast cancer
Metrics: <ul style="list-style-type: none"> • # of people served • Incidence of all cancers, breast cancer, colon cancer, lung cancer, and prostate cancer according to the National Cancer Institute. • Total # of cancer deaths per 100,000 according to the National Vital Statistics System
Committed Resources: 1.7 FTE at Washington County Clinic

Facility: Baylor Scott & White Medical Center – College Station
Program Name: Increased Access to Cancer Care
Program Description: The hospital is working to address the need for increased access to specialists in the cancer field and has 2 full-time oncologists serving the community’s cancer patients
Anticipated Impact: Increased access to Oncology specialty and provision of compassionate quality cancer care for the residents of our community.
Metrics: # of increased appointments per provider
Committed Resources: 2 oncologist salaries

Facility: Baylor Scott & White Medical Center – College Station
Program Name: Pink Alliance Partnership
Program Description: The hospital partners with the Pink Alliance to provide informational packets to men and women newly diagnosed with breast cancer.
Anticipated Impact: medically underserved women receive appropriate information to manage their condition
Metrics: <ul style="list-style-type: none"> # of people served # of packets distributed for Pink Alliance
Committed Resources: \$5,000 annual contribution to Pink Alliance

Facilities: Baylor Scott & White Medical Center – Brenham, Baylor Scott & White Medical Center – College Station, Scott & White Clinic
Program Name: Community Health Education and Outreach
Program Description: The hospitals and Clinic will work together to offer frequent and ongoing opportunities for the community to access free education around cancer, appropriate screening information, support group opportunities, and general management of their conditions. Educational Programs include For Women for Life, It’s a Guy Thing, community health fairs, Website Education, experts for local speaker’s bureau as needed, and more.
Anticipated Impact: enhanced community awareness
Metrics: <ul style="list-style-type: none"> -# of people attending events - # staff hours planning and participating in community events

-# of provider lectures

Committed Resources:

Brenham:

- .6 FTE for outreach

College Station:

- Staff hours planning event
- Staff and volunteer hours in execution of events
- \$300/month for events

Clinic:

- Provider hours for lectures/community speaking engagements
- staff time at community outreach activities

Facilities: Baylor Scott & White Medical Center – Brenham and Baylor Scott & White Medical Center – College Station

Program Name: Community Health Financial and In – Kind Contributions

Program Description: the Hospitals will collaborate with local, statewide, and national organizations whose work supports cancer education and awareness. The hospitals will provide financial or in kind assistance to these organizations when possible and in return, cancer services and or programs to encourage healthy living are made available to the community. Partner organizations include, American Cancer Society, Pink Alliance, Washington County Community Clinic, and more.

Anticipated Impact: Community partnerships will evolve so that contributions made by the hospital are intentional and meaningful having a measurable impact on the community

Metrics:

- Number of program participants
- Total value of contributions
- total staff hours at community events

Committed Resources:

- Brenham – \$5,000 annually in corporate donations restricted for cancer support
- College Station- \$55,000 annually in corporate donations restricted for or cancer support

Planned Collaboration:

In addressing cancer, the hospitals and clinic plan to collaborate with:

- Pink Alliance
- American Cancer Society
- Health for All
- Washington County Community Clinic

OBESITY

Facility: Baylor Scott & White Medical Center - Brenham

Program Name: Free Community Health Education and Outreach

Program Description: Brenham will provide frequent and ongoing opportunities for the community to access free education at workshops or health fairs around general nutrition and healthy lifestyle information. Educational programs include For Women for Life, It's a Guy Thing, Diabetes education, wellness education, nutrition education, website education and more.

Anticipated Impact: increased knowledge and awareness of community members on achieving and living a healthy lifestyle

Metrics:

- # of participants in events
- staff time planning/executing events
- number of website hits

Committed Resources:

\$300/month for events
Staff hours at events

Facility: Baylor Scott & White Medical Center - Brenham

Program Name: Brenham Wellness Center Programs

Program Description: The hospital provides a variety of free evidence-based community programs through the Brenham Wellness Center to help community members get in shape and stay fit including
-Fit & Strong
-Seniorcise
-Texercise

Anticipated Impact: increased participation in health education events

Metrics:

- # of participants in events
- staff time planning/executing events

Committed Resources:

.2 FTE

Facility: Baylor Scott & White Medical Center - Brenham

Program Name: Washington County Clinic Nutrition Counseling

Program Description: Brenham provides staff and materials to the Washington County Community Clinic to provide medically underserved patients with nutrition counseling.

Anticipated Impact: improvement of community member's self-management of their disease processes

Metrics:

- # of participants in events
- staff time planning/executing events

Committed Resources:

.2 FTE for nutrition counseling at Washington Clinic

Additional Metrics:

The Hospital's will monitor annual performance around actions taken, the number of people reached, and program outcome data when available as well as internal system monitored quality metrics and indicator data assessed in the CHNA the community level including:

- # of patients with completed lipid panel for BMI>95%
- children who are given obesity counseling
- screenings/counseling for GYN and OB visits
- # of referrals to programs from physicians
- tobacco cessation compliance
- adult obesity % and physical inactivity % according to the CDC's County Health Rankings

Planned Collaboration:

In addressing obesity rates, the hospitals and clinic plan to collaborate with:

- Washington County Community Clinic

Community needs not being addressed and reasons why

Identified Needs Beyond the Mission or Service Programs

BSWH is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of important health care services and community benefits.

The prioritization of needs was based on the weight of quantitative and qualitative data obtained when assessing the community. The prioritized needs were reviewed and/or approved by senior management, hospital advisory board members and the System's governing board.

The hospitals will address significant community health needs based on their intersection with our mission and key clinical strengths. The following identified needs have not been addressed in the community benefit implementation plan because there are multiple other community and state agencies whose expertise and infrastructure are better suited for addressing these needs:

- Access to specialty care
- Resources for the elderly

Throughout the coming years, BSWH will regularly assess, evaluate, and report on the programs that have been put in place to address the significant needs in our community. Through regular conversations with community members, feedback on this plan, and modification of programs and services, opportunities for patients to connect to community resources in ways that will improve community health, reduce unnecessary healthcare costs will be enhanced and improve the overall quality of care we deliver.

Please direct any feedback on the assessment or implementation plan to Tara.Stafford@BSWHealth.org.

This document may be accessed at <http://baylorcottandwhite.com/communityneeds>

Appendix A: Facility Summary

This joint implementation strategy is intended to meet the requirements for community benefit planning and reporting as set forth in state and federal laws. This table is provided to help the reader easily identify which portions of the implementation strategy relate to each facility.

Facility	Mental Health	Chronic Disease	Cancer	Obesity
BS&W Medical Center – Brenham	✓	✓	✓	✓
BS&W Medical Center – College Station	✓	✓	✓	
Scott & White Clinic	✓	✓	✓	