



Baylor Scott & White Health Bell County Health Community

Community Health Implementation Strategies 2019

An Action Plan for the Community Health Needs Assessment



Bell County Health Community Hospitals

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- 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	2
A Letter from the Presidents	4
Bell County Community Health Implementation Strategies	5
Bell County Health Community Needs	6
Implementation Strategies Addressing:	7
Food Insecurity	7
Physical Inactivity	13
Transportation	17
Community Needs Not Addressed	20
Composite 2018 Community Need Index	21
Program Evaluation	22

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. In order to do that successfully, the System 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.

Earlier in 2019, 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 System hospitals. IBM Watson Health (formerly known as Truven Health Analytics) analyzed the data for this process and prepared a final report made publicly available in June 2019.

For the 2019 assessment, the community was defined as the geographical area served by Baylor Scott & White Medical Center – Temple (including Baylor Scott & White McLane Children’s Medical Center) and the Baylor Scott & White Continuing Care Hospital. These BSWH hospital facilities are located in Bell County and more than 75% of the patients admitted live in this community.

BSWH and IBM Watson Health examined more than 102 public health indicators and conducted a benchmark analysis of this data, comparing the community to overall state of Texas and U.S. 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 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.



A community focus group, including a representation of minority, underserved and indigent populations, provided input for a qualitative analysis.



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 five needs. The most significant health needs emerged from this process.

Dear Community Members:

Baylor Scott & White is committed to improving health in the communities we serve. As part of that commitment, every three years we conduct a Community Health Needs Assessment (CHNA) and report on our community's current health needs. We also provide the Community Health Implementation Strategies, which is our plan for addressing the identified needs.

We are pleased to present the 2019 Implementation Strategies for Bell County, a companion piece to the CHNA that provides plans for addressing our most pressing health needs. The joint CHNA for Baylor Scott & White Medical Center – Temple (including Baylor Scott & White McLane Children's Medical Center) and Baylor Scott & White Continuing Care Hospital 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 Implementation Strategies address the most severe health concerns that negatively impact community health. Hospital leadership selected three of those priorities to focus on in the Strategies, in partnership with the Baylor Scott & White Clinic:

- **Food Insecurity**
- **Physical Inactivity**
- **Transportation**

The full report can be found at <http://BSWHealth.com/CommunityNeeds>.

As part of the largest not-for-profit health system in Texas, we take our commitment to Bell County very seriously. By working with community organizations and residents, we have identified and will focus on some of the toughest problems plaguing our most vulnerable residents.

Sincerely,

Baylor Scott & White Facility Presidents
Bell County Health Community

Bell County Community Health Implementation Strategies

The Community Health Implementation Strategies for Bell County is the companion piece to the CHNA. Public and hospital data and input gleaned from stakeholders representing the broad interests of the community are the foundation for this report, which offers realistic solutions to the community's priority health needs (see CHNA Report www.BSWHealth.com/CommunityNeeds). All these hospital facilities are in Bell County and more than 75% of the admitted patients live in this community. This written plan is intended to satisfy the requirements set forth in Internal Revenue Code (IRC) Section 501(r) (3) and the Texas Health and Safety Code Chapter 311 and will be made widely available to the public.

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), 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 address the health needs
- Description of any planned collaboration between the hospital and other facilities or organizations in addressing the health needs

The focus group recommended using the following prioritization criteria to rank the most significant health needs:

1

Severity: the problem results in disability or premature death or creates burdens on the community, economically or socially

2

Root Cause: the need is a root cause of other problems, thereby addressing it could possibly impact multiple issues

3

Magnitude: the need impacts many people, actually or potentially

Bell County Health Community Needs

The following health concerns are identified in priority order based on the results of the CHNA.

Priority	Need	Category of Need
1	Food Insecurity: Hunger and Access to Healthy Food	Environment – Food
2	Physical Inactivity	Health Behaviors – Exercise
3	Average Number of Mentally Unhealthy Days Reported in Past 30 Days (Age Adjusted)	Mental Health
4	Sexually Transmitted Infection Incidence	Infectious Disease – Sexually Transmitted
5	No Vehicle Available/Transportation	Access to Care

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

COMMUNITY NEEDS ADDRESSED			
Facility	Food Insecurity: Hunger and Access to Healthy Food	Physical Inactivity	No Vehicle Available/ Transportation
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

Priority 1: Food Insecurity – Food insecurity is a measurement of hunger in the community. It reflects the percentage of the population who do not have access to a reliable source of food. Lacking assured, constant access to food relates to negative health outcomes such as weight gain and premature mortality. Individuals and families unable to provide and eat balanced meals encounter additional barriers to healthy living. In Bell County, 20.2% of the population lacked adequate access to food during the past year, indicating a potentially larger vulnerable population when compared to the overall Texas state benchmark at 15.7%. The hospitals will collaborate with existing food programs to ensure that targeted communities / individuals have consistent access to healthy food sources.

BAYLOR SCOTT & WHITE MEDICAL CENTER – TEMPLE

Action/Tactics	Anticipated Impact	Hospital Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Host the Food for Families Food Drive in Temple annually by serving as collection site for canned foods and donations	Local food pantries will have 25% more food for clients during the holiday season	Staff time planning food drive; Corporate donation to drive ~\$2,000 annually; Use of hospital parking lot and resources for collection days	Pounds of food collected; Money donated by community; Number of pantry clients served	• Operation Feeding Temple • KWTX • Local food pantries
Establish a Food Insecure Box Program. Identifying patients that are food insecure and providing box of non-perishable foods and connecting with pantry resources before discharge	Health outcomes are improved and patients are compliant with diagnosis instructions if immediate need for food is addressed	Staff time managing program; Food box storage	Patient compliance; Readmission rates; Health outcomes	• Central Texas Food Bank • Churches Touching Lives for Christ • Salvation Army • Taylor's Valley Baptist Church Food Pantry • Love of Christ Food Pantry • St. Vincent de Paul • Helping Hands Ministry of Belton

Priority 1: Food Insecurity

Action/Tactics	Anticipated Impact	Hospital Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Explore Health and Wellness video series and/or streaming videos via Facebook Live to provide tips for grocery store shopping, how to buy seasonal produce, how to make groceries last longer, etc.	Community will have increased knowledge on food preparation and making healthy food choices resulting in improved community health	Staff and provider time devoted to video creation and distribution	Number of responses to videos; Improved health outcomes around chronic disease	• Local grocers
Living Well in Bell educational series	Community will learn how to read food labels, how to shop the perimeter of the grocery store, etc.	Staff time; Provider time as guest speakers; Donation to Temple Community Clinic	Improved community health outcomes; Number of attendees	• Temple Community Clinic
Faith Community Health Program: Members of the Faith Community are trained to connect community members to health and social services available in the area. This is an effort to integrate faith workers and healthcare through health educators, faith community nurses, home visits and church volunteer members	Help all populations reach optimal health by integrating faith communities with healthcare to increase effective patient navigation, education and support	Volunteer training; Staff time managing program	Number of community partners developed; Number of training classes offered; Number of persons served; cost of program; Hospital readmissions rate	• Local churches

Priority 1: Food Insecurity

Action/Tactics	Anticipated Impact	Hospital Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Rural Health Initiative – Embrace Health. Educating medical students and nursing students about the social determinants of health barriers that affect a person's ability to live a healthy life	Students are better equipped to talk with patients about overcoming barriers to health	Staff time developing and executing program; Financial support of program ~\$2,500 annual	Number of students in training; Number of families participating in program; Number post-survey participant responses	• New Day Fellowship Church • University of Mary Hardin-Baylor • Texas A&M Medical School
Annual Donations to local food pantries and other local organizations improving access to food	Homeless and hungry clients of local food banks receive necessary nutrition while in the care of the facility	~\$15,000 – \$20,000 annual donation	Number of pantry clients served	• Salvation Army • Helping Hands Ministry of Belton • Churches Touching Lives for Christ • St. Vincent de Paul
Support of community garden construction in East Temple	Low income children learn value of cultivating healthy produce and how to prepare them	Staff time	Number of gardens; Number of participants in program	• Unincluded Club • Master Gardeners
Host a Farmer's Market for the community	Healthy produce is available to the community, patients and staff	In-kind donation of venue for the market at our West Temple Campus; Staff time coordinating farmers and event logistics	Attendance at the market from May-September months	• Local farmers

Priority 1: Food Insecurity

BAYLOR SCOTT & WHITE CONTINUING CARE HOSPITAL				
Action/Tactics	Anticipated Impact	Hospital Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Participate in Food For Families community food collection to give underserved community members better access to food and healthy food choices	Positive medical outcomes and fewer chronic health conditions	Staff time planning food drive; Use of hospital space for food collection	Pounds of food collected; Money donated by community; Number of pantry clients served	• Operation Feeding Temple • KWTX • Food pantries
Provide nutrition tips and healthy cooking suggestions through postings on community board and in hospital newsletter	Positive medical outcomes and fewer chronic health conditions	Staff time	Number of persons served; Number of materials provided/updated	

BAYLOR SCOTT & WHITE CLINIC				
Action/Tactics	Anticipated Impact	Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Accent Health – educational content run on clinic screens	Community will have increased knowledge on making healthy food choices resulting in improved community health	Staff time; Contract cost with vendors	Number of slides; Number of sites where content is provided	• AccentHealth

Priority 1: Food Insecurity

Action/Tactics	Anticipated Impact	Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Provider education on social determinants of health (SDH). How to talk to patients about needs, where resources for referral can be found	Providers are better equipped to provide resources to patients. Improved health outcomes	Staff time developing curriculum	Usage of SDH wheel on Epic; Number of referrals made; Number of completed provider trainings; Number of attendees at Cultural and Social Influences Lecture Series	

BAYLOR SCOTT & WHITE MCLANE CHILDREN'S MEDICAL CENTER BAYLOR SCOTT & WHITE MCLANE CHILDREN'S CLINIC

Action/Tactics	Anticipated Impact	Facility Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Family, Food, & Fun! Engaging 60+ families every year to advise on healthy eating and physical activity program	Increased awareness on shopping on a budget; Increase awareness on seasonal produce shopping; Provide information to local food pantries	Hospital and clinic staff; 20 hours weekly; \$2,000 budget for program food purchases and additional items	Increased fruit and vegetable consumption reported on post-program survey; Number of kids participating; Number of total families; Number of referrals to local food pantries	• Killeen Parks and Recreation Department
Community Outreach / Community and School Health Fairs	Reach 2,000+ people annually to provide information/ increase awareness to available services and programs (like Family Food and Fun, Safe Kids, Safe Sitter etc.)	Hospital and clinic staff time coordinating events and speaking engagements; \$3,000 for marketing materials	Number of people in attendance at health fairs and outreach events	• Various

Priority 1: Food Insecurity

Action/Tactics	Anticipated Impact	Facility Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Social Media posts throughout the year on nutrition/healthy eating	Inspire our 10k+ Facebook page followers to recognize the hospital as a resource accessing nutrition tips and information	2 hours staff time/ week researching, planning and managing posts	Number of posts; Number of post likes; Number of post shares; Number of event responses	
Participate in local Food for Families food drive by serving as collection site for canned foods	Local food pantries will have 25% more food for clients during the holiday season	Staff time planning food drive; Use of hospital and clinic space for collection	Pounds of food collected; Money donated by community; Number of pantry clients served	• Operation Feeding Temple • KWTX • Local food pantries

Priority 2: Physical Inactivity – In Bell County, 25.8% of residents do not get a healthy level of physical activity on a routine basis, which is 7.5% higher than the overall Texas value. The measure of physical inactivity is the percentage of adults age 20 and above who report no leisure time for activities such as running, calisthenics, golf, gardening or walking for exercise. Physical inactivity links to Type 2 diabetes, cancer, stroke, high blood pressure, cardiovascular disease and premature mortality and can lead to increased healthcare expenditures, particularly with circulatory system diseases.

BAYLOR SCOTT & WHITE MEDICAL CENTER – TEMPLE

Action/Tactics	Anticipated Impact	Hospital Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Walk With a Doc Program in Temple. Monthly walking program to encourage regular physical activity. A different featured physician each month educates on various health topics	Encourage healthy behavior change to include regular exercise and gaining knowledge on various health topics	Staff time; Materials and promotional cost	Number of walkers each month	• Scott & White Health Plan • Temple Mayor's Fitness Council • City of Temple Parks • HEB • Texas Medical Association Foundation
Mayors Fitness Council Program Support. Providing regular physical activity/engagement opportunities like TrailBlazers Club, Corporate Challenge, Walking School Bus, etc.	Temple residents have access to regular free physical games and activities to engage in and promote healthy lifestyle	\$10,000 annual contribution	Number of program participants; Number of activities; Number of engagements on social media posts	• City of Temple Parks
Participate in community education opportunities to promote healthy lifestyle changes and behaviors	Community members will have the tools and information they need to make healthier choices	Staff and provider time in education sessions; Staff time coordinating outreach opportunities; Cost of informational materials provided	Number of events participated in; Number of people attending community sessions	

Priority 2: Physical Inactivity

Action/Tactics	Anticipated Impact	Hospital Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Cash and In-kind contributions to other not-for-profit community organizations working to address obesity and improve physical activity in the community	Improved community health overall and lower rates of physical inactivity	Community Benefit fund budget; Management staff	Persons served; Amount of total donations; Obesity rate, physical inactivity rate, chronic disease outcomes	• Local nonprofit organizations seeking funding support

BAYLOR SCOTT & WHITE CONTINUING CARE HOSPITAL

Action/Tactics	Anticipated Impact	Hospital Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Promote Thrive/ Step It Up Challenge to engage staff, spouses and families	Regular physical activity leads to positive health outcomes	Number of persons served; Cost per person in Thrive program	Staff time planning Challenges; Existing Thrive program	
Step-A-Thon Event in West Temple	Community members will be motivated to take steps to improve their health through participation	Staff time coordinating Step-A-Thon event; Promotional materials; Event costs	Posts on Social media; Facebook interactions;	
Provide information about benefits of physical activity and how to make accommodations for exercise when in long-term recovery on community board and in hospital newsletter	Positive medical outcomes and fewer chronic health conditions	Staff time	Number of participants Number of persons served; Cost per person	

Priority 2: Physical Inactivity

BAYLOR SCOTT & WHITE CLINIC

Action/Tactics	Anticipated Impact	Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Walk With a Doc Program in Killeen. Monthly walking program to encourage regular physical activity. A different featured physician each month educates on various health topics	Encourage healthy behavior change to include regular exercise and gaining knowledge on various health topics	Physician time	Number of walkers each month	• Scott & White Health Plan • Killeen ISD • HEB • Metroplex Advent Health
Care Message utilization to encourage physical activity in chronic disease patient care plan	Patients can opt in to receive regular text messages providing healthy tips to help them manage their condition	Cost of Care Message vendor contract	Number of opt ins; Number of messages sent per disease state; Improved outcomes	• Care Message • Temple Community Clinic

BAYLOR SCOTT & WHITE MCLANE CHILDREN'S MEDICAL CENTER BAYLOR SCOTT & WHITE MCLANE CHILDREN'S CLINIC

Action/Tactics	Anticipated Impact	Facility Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Family, Food, & Fun!	60+ families annually; Increase family physical activity; Increase awareness of physical activity benefits	Hospital and clinic staff; 20 hours weekly; \$1,000 budget	Increased family physical activity reported on post-program survey; Timed half-mile run during week 1 and 4 of program	• Killeen Parks and Recreation Department
McLane Children's Safe Kids Day	200+ families; Increase awareness of physical activity benefits	Hospital and clinic staff time	Number of participants who attend event	• Temple Police Department • Vista Community Church • Various others

Priority 2: Physical Inactivity

Action/Tactics	Anticipated Impact	Facility Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Social Media posts throughout the year on physical activity	Inspire our 10k+ Facebook page followers to recognize the hospital as a resource for community health information	2 hours staff time/ week researching, planning and managing posts	Number of posts; Number of post likes; Number of post shares; Number of event responses	
Cash and in-kind contributions to other not-for-profit community organizations working to address obesity and improve physical activity in the community	Improved community health overall and lower rates of physical inactivity	Community Benefit fund budget; Management staff	Persons served; Amount of total donations; Obesity rate, physical inactivity rate, chronic disease outcomes	Local nonprofit organizations seeking funding support

Priority 5: Transportation – Underlying other concerns in low-income communities is the lack of personal and/or public transportation. Outside Texas’ large metropolitan areas are stretches of rural countryside where the distance from home to schools, shopping, healthcare and other basic human services is a significant cause for concern. The challenge is to build a program that makes some form of transportation available and affordable to low-income residents in rural areas of Bell County.

BAYLOR SCOTT & WHITE MEDICAL CENTER – TEMPLE				
Action/Tactics	Anticipated Impact	Hospital Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
BSWH will provide shuttle transportation or pay for bus/ taxi vouchers for qualifying patients being discharged from the hospital so they may return home, to rehab, or to the nursing center	Patients are able to get home faster after discharge	Wheelchair-accessible van; \$15 ride after discharge; EMS transport costs; and cost of vouchers	Number of rides given	• Scott & White EMS, Inc.
Specialty Care Visits through TeleHealth platform at the Temple Community Clinic	Un/underinsured patients who have no transportation can still consult with specialists	TeleHealth expense; Staff time establishing program	Number of consults; Cost savings; Number of no-show rates; Clinical outcomes	• Temple Community Clinic
Support of American Cancer Society’s Cancer Transportation Program and expansion of Ride Health to needs outside of cancer care; Transportation Program	Cancer patients can get assistance with travel to and from appointments	\$10,000 annual; Staff support	No show rates; Number of rides given	• American Cancer Society • Ride Health • United Way of Central Texas • Community clinics • Other local social service agencies

Priority 5: Transportation

Action/Tactics	Anticipated Impact	Hospital Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Mobile Integrated Health (MIH) provides weekly in-home follow-up visits for CHF, COPD and some sepsis patients for 30 days post discharge	Reduce readmission to ER for chronic disease patients, saving them costly bills and inconvenience. Better outcomes for health condition	4 paramedics; Program coordinator; EMS services	Readmission rates; Weekly visits; Total patients treated in program; ED avoidance costs	
Area Agency on Aging Transportation Dollars	Utilize federal grant dollars to AAA for qualifying BSWH patient use	Staff time coordinating program	Number of rides; Number of patients; Money spent on rides	• Area Agency on Aging • Ride Health
Bell County Transportation Collaborative (HOP Expansion)	Regular community collaborative meetings led by BSWH with community partners to discuss and identify solutions to transportation challenges	Staff time coordinating meetings; Potential investment from operational dollars	More transportation options for the community; No-show appointments; More bus routes	• United Way • Area Agency on Aging • Community clinics • Bell County • School districts • Central Counties Services • Local municipalities • HOP • Ride Health
Meals of Grace grocery delivery for chronic disease and homebound patients	Disease-specific groceries provided and delivered to community members who have transportation challenges	Program support; Staff time	Improved clinical outcomes	• United Way • Churches Touching Lives for Christ • Central Texas Food Bank
Cash and In-kind contributions to other not-for-profit community organizations working to address transportation and access challenges in the community	Improved access to medical appointments and prescription pickup as well as jobs, school, grocery store, etc.	Community Benefit Fund; Management staff	No show rates; missed appointments; total donations awarded; Number served by beneficiaries using funds awarded	• Local nonprofits requesting funding

Priority 5: Transportation

**BAYLOR SCOTT & WHITE MCLANE CHILDREN'S MEDICAL CENTER
BAYLOR SCOTT & WHITE CLINIC
BAYLOR SCOTT & WHITE MCLANE CHILDREN'S CLINIC**

Action/Tactics	Anticipated Impact	Facility Resources Contributed (Programs, Staff, Budget)	Outcomes to Measure	Community Organization Collaborators (if applicable)
Establish a school- based TeleHealth Clinic that will consist of a virtual triage for acute care visits during the school day	School nurses will consult directly with a provider to help determine whether a child's condition requires treatment and then if it should be through a clinic visit or immediate referral to the ED reducing unnecessary absences	Nurse Practitioner providing care; iPads; information system platforms; diagnostic equipment	Number of visits completed; Number of ED visits performed	• Temple Independent School District
Community Health Worker in Emergency Department	Patients will be connected to community resources before discharge from the hospital	Salary for 1 FTE; Community health worker	Appointment no-show rates; ED utilization	

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.

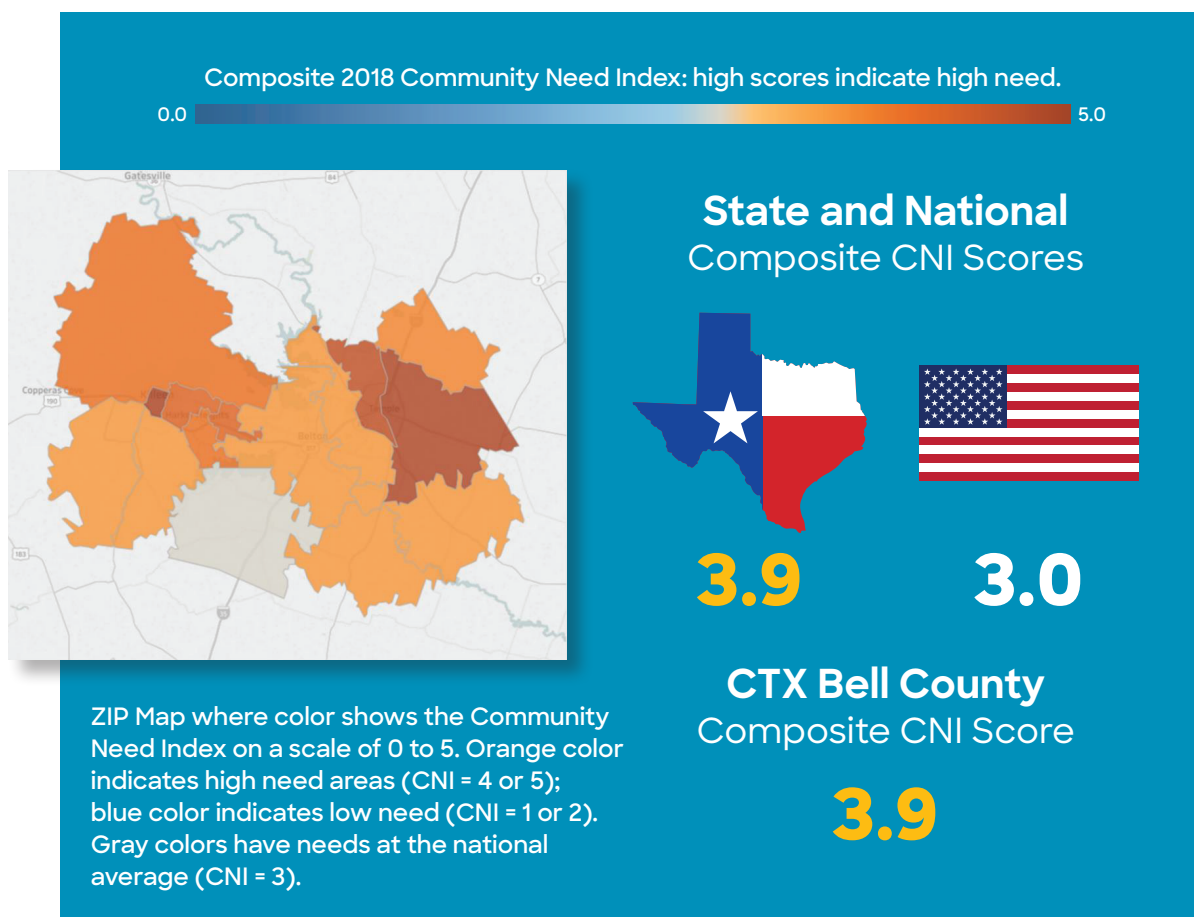
Needs not addressed:

- **Mental Health**
- **Sexually Transmitted Infections**

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.

Composite 2018 Community Need Index

The **Community Need Index** shows the high-need areas in Bell County in contrast to the state of Texas and the U.S.



IBM Watson Health created this CNI, which is a statistical approach to identifying areas within a community where health disparities may exist. The CNI takes into account vital socio-economic factors (income, cultural, education, insurance and housing) about a community to generate a CNI score for every populated ZIP code in the United States. The CNI strongly linked to variations in community healthcare needs and an indicator of a community's demand for various healthcare services. The CNI score by ZIP code identifies specific areas within a community where healthcare needs may be greater.

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 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 alongside those activities addressing a priority need in the community 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 reduction in unnecessary healthcare costs and improved delivery of overall quality of care.

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

This document may be accessed at <http://BSWHealth.com/CommunityNeeds>.