

Community Health Implementation Plan 2025

An Action Plan for the Community Health
Needs Assessment

Brazos Valley





Brazos Valley community

- Baylor Scott & White Medical Center - Brenham
- Baylor Scott & White Medical Center - College Station
- Baylor Scott & White Clinic
- Baylor Scott & White Geode JV, LLC
- Baylor Scott & White Health Plan



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Executive summary

As the largest not-for-profit healthcare system in Texas, and with a bold vision of empowering individuals and communities to live well, Baylor Scott & White Health (BSWH) understands the importance of addressing the health needs of its communities. In 2023, the BSWH Community Benefit Department was charged with leading the 2025 Community Health Needs Assessment (CHNA) to assess the health and social needs of the community. Metopio, a community health intelligence company, analyzed the data for the process and prepared a final report made publicly available in June 2025.

The Brazos Valley CHNA Community is home to a number of hospitals with overlapping service areas, including: Baylor Scott & White Medical Center – Brenham and Baylor Scott & White Medical Center – College Station. The community served by the hospital facilities listed above is Austin, Brazos, Burleson, Grimes, Robertson, Waller and Washington counties. BSWH has at least one hospital facility or a provider-based clinic in each of these counties, and together, they comprise more than 70% of admitted patients, according to the hospital facilities’ inpatient admissions over the 12-month period of FY22.

BSWH and Metopio examined more than 200 public health indicators and conducted a benchmark analysis of this data, comparing the community to the overall state of Texas and US values. A community focus group, including a representation of minority, underserved and indigent populations,

provided input for a qualitative analysis. Community surveys and key informant interviews also provided an in-depth understanding of the community's health and social needs as well as gaps in care and services. Any community needs that did not meet state benchmarks were included in the initial findings to hospital and community leaders. Understanding the degree of difference from the benchmark helped determine the relative severity of the issue. The outcomes of this quantitative analysis were aligned with the qualitative findings of the community surveys, focus groups and key informant interviews to elicit a list of health needs in the community.

The top health needs were presented in a data analysis and prioritization session comprised of both hospital and community leaders who were charged with identifying and prioritizing significant health needs. The session included an overview of the community demographics, a summary of health data findings, and a review of health disparities and disproportionately affected populations/ZIP codes. Those health needs with higher rates compared to the state and national rates were considered the most significant. Each session attendee voted on the most significant health needs, and that vote was also used to prioritize health needs. As a result of this process, access to care and non-medical drivers of health were identified as significant and prioritized.

Letter to the community

Baylor Scott & White is committed to empowering individuals and communities to live well. As part of that commitment, we conduct a Community Health Needs Assessment (CHNA) every three years and report on our community's current health needs. In addition, we work with our community partners and hospital leaders to develop comprehensive and impactful Implementation Plans that outline community health strategies to address priority health needs.

We are pleased to present the 2025 Implementation Plan for the Brazos Valley CHNA Community. The CHNA incorporates input from community organizations, leaders and residents, faith-based organizations, healthcare providers, hospital and system leaders, the medically underserved, and others. The full report can be found at BSWHealth.com/CommunityNeeds.

As part of the largest not-for-profit health system in Texas, we take our commitment to the Brazos Valley CHNA Community very seriously. Through a partnership with community organizations and residents, we have identified and will focus on some of the toughest problems plaguing our most vulnerable residents.

Sincerely,

BSWH Brazos Valley Hospitals

Brazos Valley community needs

The overall purpose of the Implementation Plans is to align the hospitals' charitable strategy, programs, investments and resources with the findings of the CHNA. To meet the requirements under IRC Section 501(r)(3) and the Texas Health and Safety Code Chapter 311, the written Implementation Plans include the following:

- A list of the prioritized needs the hospital will address
- Actions the hospital intends to take to address the chosen health needs
- The anticipated impact of these actions and the plan to evaluate such impact (e.g., identify data sources that will be used to track the plan's impact)
- Identification of programs and resources the hospital plans to commit to addressing the health needs
- Description of any planned collaboration between the hospital and other facilities or organizations in addressing the health needs

After a comprehensive analysis of data and thorough discussions with community and hospital leaders, the two health needs listed below were identified as significant.

- Access to care
- Non-medical drivers of health









The significant health needs listed above were prioritized and will be addressed through the Brazos Valley Implementation Plan detailed below. The significant health needs listed below were prioritized in the following order.

1. Non-medical drivers of health
2. Access to care

The facilities and entities listed below collaborated to develop these joint implementation plans addressing the significant prioritized health needs identified above. Hospital leadership selected health needs to address in collaboration with the community based on the anticipated impact, available hospital, clinic, enterprise and corporate resources, and the expertise of the respective facilities. The following facilities and entities form a joint Implementation Plan to address the prioritized health needs listed above.

- **Baylor Scott & White Medical Center - College Station**
- **Baylor Scott & White Medical Center - Brenham**
- **Baylor Scott & White Clinic**
- **Baylor Scott & White Geode JV, LLC**
- **Baylor Scott & White Health Plan**

Community needs addressed

Facility	Non-medical drivers of health	Access to care
Baylor Scott & White Medical Center – College Station		
Baylor Scott & White Medical Center – Brenham		
Baylor Scott & White Clinic		
Baylor Scott & White Geode JV, LLC		
Baylor Scott & White Health Plan		

Implementation plan

- Baylor Scott & White Medical Center – College Station
- Baylor Scott & White Medical Center – Brenham
- Baylor Scott & White Clinic
- Baylor Scott & White Geode JV, LLC
- Baylor Scott & White Health Plan

Priority need 1: Non-medical drivers of health

Baylor Scott & White Medical Center – College Station

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Provide community resources and referrals through FindHelp, an online community resource referral tool offered through the MyBSWHealth app	<ul style="list-style-type: none"> • Hundreds of community organizations registered as partners in BSWH's FindHelp platform 	<ul style="list-style-type: none"> • Increased access to community resources and services offering support for non-medical drivers of health 	<ul style="list-style-type: none"> • Number of MyBSWHealth app users and downloads 	<ul style="list-style-type: none"> • Staff time
Cash and in-kind contributions to non-profit organizations	<ul style="list-style-type: none"> • Local non-profit organizations 	<ul style="list-style-type: none"> • Increased non-profit capacity to address critical social and health needs within the CHNA region 	<ul style="list-style-type: none"> • Total dollar amount of in-kind and cash donations to local non-profits 	<ul style="list-style-type: none"> • Funding • In-kind donations
Organize and hold Brazos Valley Ostomy Support Group, which enhance ostomate quality of life by providing education, emotional support and social support	<ul style="list-style-type: none"> • Christ Church • Brazos Valley Ostomy and Wellness 	<ul style="list-style-type: none"> • Improved health outcomes • Increased awareness and connection to community resources and services 	<ul style="list-style-type: none"> • Number of support group participants • Number of support groups 	<ul style="list-style-type: none"> • Staff time • Supplies • Community health educational materials
Partner with Ride Health for transportation services to and from health services and appointments	<ul style="list-style-type: none"> • Ride Health 	<ul style="list-style-type: none"> • Increased access to transportation for medical services 	<ul style="list-style-type: none"> • Number of patients receiving transportation services • Number of rides completed 	<ul style="list-style-type: none"> • Funding
Provide healthcare workforce education and training to high school and college students	<ul style="list-style-type: none"> • College Station ISD • Blinn College 	<ul style="list-style-type: none"> • Increased healthcare workforce education among high school and college aged students 	<ul style="list-style-type: none"> • Number of student participants 	<ul style="list-style-type: none"> • Staff time • Supplies
Maintain the hospital-based garden to increase access to healthy, fresh produce		<ul style="list-style-type: none"> • Increased access to healthy food 	<ul style="list-style-type: none"> • Pounds of food harvested and distributed 	<ul style="list-style-type: none"> • Staff time • Funding • Supplies

Priority need 1: Non-medical drivers of health

Baylor Scott & White Medical Center – Brenham

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Provide community resources and referrals through FindHelp, a computer-based community resource platform	<ul style="list-style-type: none"> Hundreds of community organizations registered as partners in BSWH's FindHelp platform 	<ul style="list-style-type: none"> Increased access to community resources and services offering support for non-medical drivers of health 	<ul style="list-style-type: none"> Number of MyBSWHealth app users/downloads 	<ul style="list-style-type: none"> Staff time
Cash and in-kind contributions to non-profit organizations	<ul style="list-style-type: none"> Local non-profit organizations 	<ul style="list-style-type: none"> Increased non-profit capacity to address critical social and health needs within the CHNA region 	<ul style="list-style-type: none"> Total dollar amount of in-kind and cash donations to local non-profits 	<ul style="list-style-type: none"> Funding In-kind donations
Screen patients for social determinants of health to better understand and address non-medical drivers of health as they relate to patient health outcomes		<ul style="list-style-type: none"> Improved understanding of the non-medical drivers of health needs among patients 	<ul style="list-style-type: none"> Number of patients screened Number of community resource referrals 	<ul style="list-style-type: none"> Staff time Technical supplies and equipment
Partner with Ride Health for transportation services to and from health services and appointments	<ul style="list-style-type: none"> Ride Health 	<ul style="list-style-type: none"> Increased access to transportation for medical services 	<ul style="list-style-type: none"> Number of patients receiving transportation services Number of rides completed 	<ul style="list-style-type: none"> Funding
In partnership with Washington County EMS, implement the Washington County Advanced Community Paramedicine program, which connects residents with social services and healthcare supportive services and programs	<ul style="list-style-type: none"> Washington County EMS 	<ul style="list-style-type: none"> Increased access to social and healthcare supportive services/programs 	<ul style="list-style-type: none"> Number of individuals served through the paramedicine program 	<ul style="list-style-type: none"> Funding Supplies Community health outreach education and materials

Priority need 1: Non-medical drivers of health

Baylor Scott & White Health Plan

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Partner with Brazos Healthy Communities to refer patients to Project Unity, an organization with programs offering support and services to address non-medical drivers of health	<ul style="list-style-type: none"> Brazos Healthy Communities 	<ul style="list-style-type: none"> Increased access to non-medical drivers of health resources and services 	<ul style="list-style-type: none"> Number of BSWH patients referred to Project Unity 	<ul style="list-style-type: none"> Staff time Community outreach and referral tools
Utilize FindHelp, a community resource referral tool, to connect patients to resources for non-medical drivers of health and create closed-loop referrals	<ul style="list-style-type: none"> FindHelp Local community organizations and non-profits 	<ul style="list-style-type: none"> Increased access to resources and services for non-medical drivers of health 	<ul style="list-style-type: none"> Number of referrals made through FindHelp 	<ul style="list-style-type: none"> Staff time Funding

Priority need 2: Access to care

Baylor Scott & White Medical Center – College Station

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Provide free and/or discounted care to financially or medically indigent patients outlined in the financial assistance policy		<ul style="list-style-type: none"> Increased access to healthcare services and resources 	<ul style="list-style-type: none"> Total charity care dollars 	<ul style="list-style-type: none"> Funding Staff time Medical supplies
Host community health events/fairs with non-profit partners	<ul style="list-style-type: none"> Local non-profits and healthcare facilities 	<ul style="list-style-type: none"> Increased access to health education and resources 	<ul style="list-style-type: none"> Number of community events and health fairs Number of individuals served through community events/ programs 	<ul style="list-style-type: none"> Staff time Health education materials
Promote the MyBSWHealth app, which provides access to primary and specialty care along with community resources and nutrition education		<ul style="list-style-type: none"> Increased access to healthcare services 	<ul style="list-style-type: none"> Number of users App downloads 	<ul style="list-style-type: none"> Staff time
Cash and in-kind contributions to non-profit organizations	<ul style="list-style-type: none"> Local non-profit organizations 	<ul style="list-style-type: none"> Increased non-profit capacity to address critical social and health needs within the CHNA region 	<ul style="list-style-type: none"> Total dollar amount of in-kind and cash donations to local non-profits 	<ul style="list-style-type: none"> Cash and in-kind donations
In partnership with the BSW Office of Mission and Ministry, implement the Faith Community Health program, which empowers communities to live well through providing medical and social resource and service referrals in underserved and/ or low-income faith-based communities	<ul style="list-style-type: none"> Local churches and non-profits 	<ul style="list-style-type: none"> Increased access to community resources and services 	<ul style="list-style-type: none"> Total number of people served through the Faith Community Health program 	<ul style="list-style-type: none"> Staff time Community health outreach materials and equipment
Provide Cancer Center Support Groups to patients, families and community residents		<ul style="list-style-type: none"> Increased access to supportive services and programs for cancer patients or families of cancer patients 	<ul style="list-style-type: none"> Total number of people attending the support groups Total number of support groups 	<ul style="list-style-type: none"> Staff time Community education materials

Priority need 2: Access to care

Baylor Scott & White Medical Center – Brenham

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Provide free and/or discounted care to financially or medically indigent patients outlined in the financial assistance policy		<ul style="list-style-type: none"> Increased access to healthcare services and resources 	<ul style="list-style-type: none"> Total charity care dollars 	<ul style="list-style-type: none"> Funding Staff time Medical supplies
In partnership with community organizations, host community health events/fairs that provide health education and resources	<ul style="list-style-type: none"> Local non-profits 	<ul style="list-style-type: none"> Increased access to health education and resources 	<ul style="list-style-type: none"> Number of community events and health fairs Number of individuals served through community events/programs 	<ul style="list-style-type: none"> Staff time Health education materials
Promote the MyBSWHealth app, which provides access to primary and specialty care along with community resources and nutrition education		<ul style="list-style-type: none"> Increased access to healthcare services 	<ul style="list-style-type: none"> Number of users App downloads 	<ul style="list-style-type: none"> Staff time
Cash and in-kind contributions to non-profit organizations	<ul style="list-style-type: none"> Local non-profit organizations 	<ul style="list-style-type: none"> Increased non-profit capacity to address critical social and health needs within the CHNA region 	<ul style="list-style-type: none"> Total dollar amount of in-kind and cash donations to local non-profits 	<ul style="list-style-type: none"> Funding In-kind donations

Priority need 2: Access to care

Baylor Scott & White Clinic

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Provide free and/or discounted care to financially or medically indigent patients outlined in the financial assistance policy		<ul style="list-style-type: none"> Increased access to healthcare services and resources 	<ul style="list-style-type: none"> Total charity care dollars 	<ul style="list-style-type: none"> Funding Staff time Medical supplies
Recruitment of physicians and advanced practice providers for the Brazos Valley Region and surrounding communities		<ul style="list-style-type: none"> Increased healthcare providers within the CHNA region 	<ul style="list-style-type: none"> Number of physicians recruited Total dollar amount allocated and spent on physician recruitment 	<ul style="list-style-type: none"> Funding Staff time

Priority need 2: Access to care

Baylor Scott & White Geode JV, LLC

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Increase access to behavioral health services through Geode Health	<ul style="list-style-type: none"> Local non-profit organizations addressing the social and economic needs of individuals and families 	<ul style="list-style-type: none"> Increased access to behavioral health services and resources 	<ul style="list-style-type: none"> Number of individuals receiving Geode Health services 	<ul style="list-style-type: none"> Funding Staff time

Priority need 2: Access to care

Baylor Scott & White Health Plan

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Connect patients and Health Plan members to virtual urgent and behavioral health providers via phone, online or the Teladoc app	<ul style="list-style-type: none"> Teladoc 	<ul style="list-style-type: none"> Number of Health Plan members enrolled in Teledoc 	<ul style="list-style-type: none"> Number of members referred to Teladoc services 	<ul style="list-style-type: none"> Funding Staff time
Provide rides to and from the doctor, dentist, hospital, pharmacy and other healthcare providers, including mileage reimbursement. The program also includes meals, lodging and flights, as necessary	<ul style="list-style-type: none"> Medicaid-covered service by delegated vendors, including local non-profit organizations 	<ul style="list-style-type: none"> Increased access to healthcare services 	<ul style="list-style-type: none"> Number of members receiving transportation services 	<ul style="list-style-type: none"> Funding Staff time
Host virtual/in-person baby showers, which provide Medicaid benefits education to Health Plan members	<ul style="list-style-type: none"> WIC Workforce Solutions Poison Center March of Dimes 	<ul style="list-style-type: none"> Increased awareness and access to medical benefits and services 	<ul style="list-style-type: none"> Number of baby shower attendees 	<ul style="list-style-type: none"> Funding Staff time

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.

There are no significant health needs that are not being addressed in the Brazos Valley Region.

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 Plans. The hospitals evaluate programs and activities on a regular basis so that BSWH is effectively addressing priority health needs.

To support each hospital's community benefit objectives, requests for contributions from other unrelated 501(c)(3) charitable organizations managed by the community benefit department are considered, and the programs addressing a priority need in the community are given preference. All charitable giving is reviewed and approved annually by hospital leadership and the BSWH governing board. BSWH regularly assesses, evaluates and reports on the programs addressing the significant needs found in identified communities.

Partnership with community organizations and feedback on community outreach plans and strategies enhance the impact of our community benefit programs and services. As a result, these hospital facilities achieve a reduction in unnecessary healthcare costs and improved delivery of overall quality of care. Please direct any feedback on the assessment or implementation plan to CommunityHealth@BSWHealth.org. This document may be accessed at BSWHealth.com/CommunityNeeds.

