

Community Health Implementation Plan 2025

An Action Plan for the Community Health
Needs Assessment

Dallas Metropolitan Region





Dallas Metropolitan Region community

- Baylor Scott & White Institute for Rehabilitation - Dallas
- Baylor Scott & White The Heart Hospital - Dallas
- Baylor Scott & White Medical Center - Uptown
- Baylor University Medical Center
- North Central Surgical Center
- Baylor Scott & White Medical Center - Sunnyvale
- Baylor Scott & White Geode JV, LLC
- Southern Sector Health Initiative (Baylor Scott & White Health and Wellness Center)
- 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 Dallas Metropolitan Region CHNA Community is home to several hospitals, including Baylor Scott & White Institute for Rehabilitation – Dallas, Baylor Scott & White The Heart Hospital – Dallas, Baylor Scott & White Medical Center – Uptown, Baylor University Medical Center, North Central Surgical Center, and Baylor Scott & White Medical Center – Sunnyvale.

The community served by the hospital facilities listed above is Collin, Hunt, Rockwall, Dallas, Tarrant, Kaufman, Van Zandt, Ellis, Henderson and Navarro 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, health behaviors and access to care 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 Dallas Metropolitan Region 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 Dallas Metropolitan Region 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 Dallas Metropolitan Hospitals

Dallas Metropolitan Region 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 plans to 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.

- Health behaviors
- Access to care
















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

1. Health behaviors
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 Institute for Rehabilitation – Dallas**
- **Baylor Scott & White The Heart Hospital - Dallas**
- **Baylor Scott & White Medical Center – Uptown**
- **Baylor University Medical Center**
- **North Central Surgical Center**
- **Baylor Scott & White Medical Center – Sunnyvale**
- **Baylor Scott & White Geode JV, LLC**
- **Southern Sector Health Initiative (Baylor Scott & White Health and Wellness Center)**
- **Baylor Scott & White Health Plan**

Community needs addressed

Facility	Health behaviors	Access to care
Baylor Scott & White Institute for Rehabilitation - Dallas		
Baylor Scott & White The Heart Hospital - Dallas		
Baylor Scott & White Medical Center - Uptown		
Baylor University Medical Center		
North Central Surgical Center		
Baylor Scott & White Medical Center - Sunnyvale		
Baylor Scott & White Geode JV, LLC		
Southern Sector Health Initiative (Baylor Scott & White Health and Wellness Center)		
Baylor Scott & White Health Plan		

Implementation plan

- Baylor Scott & White Institute for Rehabilitation – Dallas
- Baylor Scott & White The Heart Hospital – Dallas
- Baylor Scott & White Medical Center – Uptown
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- North Central Surgical Center
- Baylor Scott & White Medical Center – Sunnyvale
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- Baylor Scott & White Health Plan

Priority need 1: Health behaviors

Baylor Scott & White Institute for Rehabilitation – Dallas

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Decrease social isolation through social isolation screening and education	<ul style="list-style-type: none"> • Area Agency on Aging • Faith in Action 	<ul style="list-style-type: none"> • Decrease social isolation among seniors 	<ul style="list-style-type: none"> • Number of social isolation screenings 	<ul style="list-style-type: none"> • Staff time

Priority need 1: Health behaviors

Baylor Scott & White The Heart Hospital - Dallas

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Partner with and support the American Heart Association to provide hypertension education to the community	<ul style="list-style-type: none"> American Heart Association 	<ul style="list-style-type: none"> Increased awareness of hypertension prevention methods and practices 	<ul style="list-style-type: none"> Number of hypertension sessions/ events 	<ul style="list-style-type: none"> Staff time Community outreach materials and equipment
Provide culturally competent hypertension screening and education in Spanish on heart-healthy behaviors for high-risk Hispanic populations	<ul style="list-style-type: none"> The Concilio Hispanic Wellness Coalition 	<ul style="list-style-type: none"> Increased education on hypertension prevention and management within the Latino/Hispanic community 	<ul style="list-style-type: none"> Number of screening and educational events focused on Latino/Hispanic populations 	<ul style="list-style-type: none"> Community outreach and educational material Staff time
Support the Nancy Lieberman Charities in its effort to provide heart-healthy education to youth including middle school to high school-age students	<ul style="list-style-type: none"> Nancy Lieberman Charities 	<ul style="list-style-type: none"> Increased nutrition, physical activity, and overall health and wellness among school-aged children 	<ul style="list-style-type: none"> Number of educational sessions provided to middle and high school students 	<ul style="list-style-type: none"> Funding 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 1: Health behaviors

Baylor University Medical Center

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
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
Implement patient resource center healthy cooking and nutrition demos	<ul style="list-style-type: none"> Local non-profits that provide nutrition education materials 	<ul style="list-style-type: none"> Increased knowledge of nutrition and overall health and wellness 	<ul style="list-style-type: none"> Number of healthy cooking and nutrition demo participants Number of demos 	<ul style="list-style-type: none"> Funding Staff time Community outreach and nutrition materials and resources
Provide health education and screenings	<ul style="list-style-type: none"> Local non-profits and community institutions 	<ul style="list-style-type: none"> Increased access to health screenings and resources Increased awareness and knowledge of overall health and wellness 	<ul style="list-style-type: none"> Number of health education and/or screening events 	<ul style="list-style-type: none"> Funding Staff time Community outreach materials and equipment

Priority need 1: Health behaviors

North Central Surgical Center

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Provide health and nutrition education to individuals in the Total Joint Program	<ul style="list-style-type: none"> Non-profits that develop nutrition education materials and curricula 	<ul style="list-style-type: none"> Improved nutrition and overall health and wellness among individuals participating in the Total Joint Program 	<ul style="list-style-type: none"> Number of individuals served through the Total Joint Program 	<ul style="list-style-type: none"> Staff time Health education materials and equipment

Priority need 1: Health behaviors

Baylor Scott & White Medical Center – Sunnyvale

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Partner with non-profit organizations to provide community health education and outreach	<ul style="list-style-type: none"> • Non-profit organizations 	<ul style="list-style-type: none"> • Increased nutrition and health education awareness • Increased access to health screenings and resources 	<ul style="list-style-type: none"> • Number of community outreach events 	<ul style="list-style-type: none"> • Staff time • Community outreach materials and equipment

Priority need 1: Health behaviors

Southern Sector Health Initiative (Baylor Scott & White Health and Wellness Center)

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Provide health education and resources supporting a healthy lifestyle to low-income and underserved populations through the Community Health Worker program	<ul style="list-style-type: none"> • Local non-profits addressing the health and social needs of underserved populations in South Dallas 	<ul style="list-style-type: none"> • Increased access to resources and services that support a healthy lifestyle • Increased knowledge of nutrition and the importance of physical activity 	<ul style="list-style-type: none"> • Number of people served through BSW Health and Wellness Center’s Community Health Worker program • Number of community and non-profit partners 	<ul style="list-style-type: none"> • Staff time • Health education materials and equipment
Implement the farmers market program for low-income and underserved individuals and families in South Dallas	<ul style="list-style-type: none"> • Local non-profits and gardens 	<ul style="list-style-type: none"> • Increased access to healthy foods • Improved overall nutrition 	<ul style="list-style-type: none"> • Number of farmers markets held in South Dallas 	<ul style="list-style-type: none"> • Funding • Community outreach education and materials
Implement the Diabetes Prevention Program (DPP), an evidence-based program that improves diabetes management and overall health and wellness through behavior change	<ul style="list-style-type: none"> • Local non-profits 	<ul style="list-style-type: none"> • Improved diabetes management • Increased physical activity and healthy eating 	<ul style="list-style-type: none"> • Number of DPP sessions • Number of individuals who complete the DPP program 	<ul style="list-style-type: none"> • Funding • Staff time • Health education materials and resources
In partnership with Baylor Scott & White Clinic, coordinate and manage the Walk with a Doc program, which provides health education and physical activity to program participants		<ul style="list-style-type: none"> • Increased physical activity • Improved knowledge and understanding of healthcare services/ resources and nutrition 	<ul style="list-style-type: none"> • Number of Walk with a Doc sessions 	<ul style="list-style-type: none"> • Staff time

Priority need 1: Health behaviors

Baylor Scott & White Health Plan

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Implement the BSW Be Well Coaching program, which provides nutrition management, tobacco cessation and health coaching		<ul style="list-style-type: none"> Increased access to nutrition education and chronic disease prevention and management programs and resources Improved overall health and wellness among BSW Health Plan members 	<ul style="list-style-type: none"> Number of individuals served by BSW Be Well Coaching 	<ul style="list-style-type: none"> Staff time Health and wellness resources and educational materials
Implement the CareNet Health Coaching program, which supports members with joint and back pain through education on care pathways to help delay or reduce surgical interventions	<ul style="list-style-type: none"> CareNet 	<ul style="list-style-type: none"> Improved chronic disease management 	<ul style="list-style-type: none"> Number of individuals served through the CareNet Health Coaching program 	<ul style="list-style-type: none"> Staff time Health education materials

Priority need 2: Access to care

Baylor Scott & White Institute for Rehabilitation – Dallas

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
Complete referrals for uninsured patients to community resources, including BSW Community Care Clinics, to serve as their medical home	<ul style="list-style-type: none"> BSW Community Care Clinics 	<ul style="list-style-type: none"> Increased access to care and supportive resources for low-income and/or underserved populations 	<ul style="list-style-type: none"> Total number of patients served by BSW Community Care Clinics 	<ul style="list-style-type: none"> Community referral tools and resources Staff time

Priority need 2: Access to care

Baylor Scott & White The Heart Hospital - Dallas

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Ensure access to medication and prescriptions for low-income and/or at-risk patients through medication assistance programs identified by the Care Coordination team	<ul style="list-style-type: none"> • BSW Community Care Clinics • Parkland Health and Hospital System • Carevide Health • Local pharmacies offering income-based programs • Mark Cuban Cost Plus Pharmacy • St. Vincent de Paul Pharmacy 	<ul style="list-style-type: none"> • Increased access to medication and prescriptions 	<ul style="list-style-type: none"> • Number of people referred to one or more medication assistance programs 	<ul style="list-style-type: none"> • Staff time • Community outreach materials and equipment
Partner with community agencies offering outpatient services for patients who need mental healthcare, including substance use disorder	<ul style="list-style-type: none"> • North Texas Behavioral Health Authority • Texas Shout Waiver Program 	<ul style="list-style-type: none"> • Increased access to behavioral health services and resources 	<ul style="list-style-type: none"> • Number of patients referred to behavioral health programs/ services 	<ul style="list-style-type: none"> • Staff time • Community outreach and referral tools
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
Conduct community outreach events focused on access to care, including health screenings	<ul style="list-style-type: none"> • Local non-profits 	<ul style="list-style-type: none"> • Increased access to healthcare resources and services 	<ul style="list-style-type: none"> • Total number of community outreach events 	<ul style="list-style-type: none"> • Staff time • Community outreach resources and equipment

Priority need 2: Access to care

Baylor University Medical Center

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
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
Implement the Sexual Assault Nurse Examiner (SANE) program, which provides trauma-informed care and resources to survivors of sexual assault	<ul style="list-style-type: none"> Dallas Area Rape Crisis Center 	<ul style="list-style-type: none"> Increased access to quality care for survivors of sexual assault 	<ul style="list-style-type: none"> Total number of patients served through the SANE program 	<ul style="list-style-type: none"> Staff time Medical equipment and resources
Implement the Arts in Medicine program, which improves emotional well-being and reduces stress, pain and anxiety for patients and families through music, art, therapy and healing environments		<ul style="list-style-type: none"> Increased access to healthcare services and resources Improved emotional health and reduced stress among program participants 	<ul style="list-style-type: none"> Total number of program participants Number of Arts in Medicine classes 	<ul style="list-style-type: none"> Funding Staff time
Implement the Street Medicine program, which provides healthcare to unhoused individuals	<ul style="list-style-type: none"> Housing Forward Non-profits addressing health needs and non-medical drivers of health among vulnerable populations 	<ul style="list-style-type: none"> Increased access to primary care for unhoused populations 	<ul style="list-style-type: none"> Total number of individuals served through the Street Medicine program 	<ul style="list-style-type: none"> Funding Staff time Community outreach resources and equipment
Partner with Our Calling, a non-profit focused on addressing the needs of unhoused individuals and families, and Community Health Workers to provide supportive services to unhoused patients utilizing the hospital's Emergency Department (ED)	<ul style="list-style-type: none"> Our Calling Local non-profit organizations providing social services and support to unhoused individuals and families 	<ul style="list-style-type: none"> Increased access to healthcare and social services for unhoused patients Decreased ED utilization among unhoused patients 	<ul style="list-style-type: none"> Total number of unhoused and at-risk patients served by Our Calling and Community Health Workers 	<ul style="list-style-type: none"> Funding Staff time Community outreach resources and equipment

Priority need 2: Access to care, continued

Baylor University Medical Center

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Promote the MyBSWHealth app, which provides access to FindHelp, a community resource referral tool that provides social service and economic resources		<ul style="list-style-type: none"> Increased access to healthcare services and resources 	<ul style="list-style-type: none"> Number of users App downloads 	<ul style="list-style-type: none"> Staff time
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 Staff time

Priority need 2: Access to care

Baylor Scott & White Medical Center – Uptown

North Central Surgical Center

Baylor Scott & White Medical Center – Sunnyvale

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

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-profits addressing social/economic needs 	<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

Southern Sector Health Initiative (Baylor Scott & White Health and Wellness Center)

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Ensure low-income and/or uninsured individuals have access to primary healthcare services through a partnership with BSW Community Care Clinic, a free on-site clinic for uninsured/underinsured individuals	<ul style="list-style-type: none"> • BSW Community Care Clinic • Local non-profits 	<ul style="list-style-type: none"> • Increased access to primary care 	<ul style="list-style-type: none"> • Number of individuals referred from the Health and Wellness Center to a BSW Community Care Clinic 	<ul style="list-style-type: none"> • Staff time
Implement community screenings and health education in underserved communities	<ul style="list-style-type: none"> • Local non-profits • Local schools • City of Dallas 	<ul style="list-style-type: none"> • Increased knowledge of proper nutrition and physical activity • Increased access to healthcare services and resources 	<ul style="list-style-type: none"> • Number of community outreach events 	<ul style="list-style-type: none"> • Staff time • Community outreach materials and equipment
Implement the Community Health Worker training program	<ul style="list-style-type: none"> • Local non-profits 	<ul style="list-style-type: none"> • Increased access to healthcare and community resources for low-income individuals and families 	<ul style="list-style-type: none"> • Number of Community Health Workers trained at the Health and Wellness Center 	<ul style="list-style-type: none"> • Training materials and equipment • 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 Dallas Metropolitan 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.

