

Community Health Implementation Plan 2025

An Action Plan for the Community Health
Needs Assessment

Hill Country





Hill Country community

- Baylor Scott & White Medical Center - Marble Falls
- 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 Hill Country CHNA Community is home to Baylor Scott & White Medical Center – Marble Falls and includes Blanco, Burnet, Llano and San Saba 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 facility’s 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, non-medical drivers of health and chronic disease 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 Hill Country 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 are deeply committed to serving the Hill Country CHNA Community and take this responsibility with the utmost seriousness. 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,

Baylor Scott & White Medical Center - Marble Falls

Hill Country 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 three health needs listed below were identified as significant.

- Access to care
- Non-medical drivers of health
- Chronic disease










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

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

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 and clinic 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 – Marble Falls**
- **Baylor Scott & White Clinic**
- **Baylor Scott & White Geode JV, LLC**
- **Baylor Scott & White Health Plan**

Community needs addressed

Facility	Access to care	Non-medical drivers of health	Chronic disease
Baylor Scott & White Medical Center - Marble Falls			
Baylor Scott & White Clinic			
Baylor Scott & White Geode JV, LLC			
Baylor Scott & White Health Plan			

Implementation plan

- Baylor Scott & White Medical Center – Marble Falls
- Baylor Scott & White Clinic
- Baylor Scott & White Geode JV, LLC
- Baylor Scott & White Health Plan

Priority need 1: Access to care

Baylor Scott & White Medical Center – Marble Falls

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 	<ul style="list-style-type: none"> • Total charity care dollars 	<ul style="list-style-type: none"> • Funding • Staff time • Medical supplies
Provide a direct line to Highland Lakes Pregnancy Resource Center, an organization providing care to uninsured and/or low-income mothers, to schedule appointments and assist with Medicaid referrals and questions	<ul style="list-style-type: none"> • Highland Lakes Pregnancy Resource Center 	<ul style="list-style-type: none"> • Increased access to care for low-income and/or underserved mothers 	<ul style="list-style-type: none"> • Number of individuals referred to the Highland Lakes Pregnancy Resource Center 	<ul style="list-style-type: none"> • Staff time
Increase access to telemedicine in partnership with Community Resource Center to provide phone and computer access to low-income and vulnerable populations for medical appointments	<ul style="list-style-type: none"> • Community Resource Center 	<ul style="list-style-type: none"> • Increased access to telemedicine 	<ul style="list-style-type: none"> • Number of individuals provided with phone and computer access 	<ul style="list-style-type: none"> • Technical equipment • Staff time
Assist low-income and/or uninsured populations in applying for medical and social support benefits	<ul style="list-style-type: none"> • Communities Foundation 	<ul style="list-style-type: none"> • Increased access to medical and social support resources and services for uninsured populations 	<ul style="list-style-type: none"> • Number of individuals receiving assistance in applying for medical and social support benefits 	<ul style="list-style-type: none"> • Staff time

Priority need 1: Access to care, continued

Baylor Scott & White Medical Center – Marble Falls

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Partner with St. Vincent de Paul to provide free and/or low-cost prescriptions to low-income patients	• St. Vincent de Paul	<ul style="list-style-type: none"> Increased access to Rx pharmaceuticals Improved chronic disease management 	<ul style="list-style-type: none"> Number of patients that receive services/prescriptions from St. Vincent de Paul 	<ul style="list-style-type: none"> Funding Staff time
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

Priority need 1: 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		<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
Expand access to primary and healthcare services through the MyBSWHealth app		<ul style="list-style-type: none"> Increased access to primary and specialty care 	<ul style="list-style-type: none"> Number of users App downloads 	<ul style="list-style-type: none"> Staff time
Provide primary care to individuals through maintaining seven BSW clinics in the Hill Country region	• Local non-profit organizations	<ul style="list-style-type: none"> Increased access to primary healthcare services 	<ul style="list-style-type: none"> Number of patients receiving primary care across seven Hill Country clinics 	<ul style="list-style-type: none"> Staff time Medical supplies and equipment

Priority need 1: 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	• 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 1: Access to care

Baylor Scott & White Health Plan

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
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 Medicaid patients attending the virtual and in-person baby showers 	<ul style="list-style-type: none"> • Funding • Staff time
Partner with Teladoc, an organization offering virtual urgent and behavioral healthcare	<ul style="list-style-type: none"> • Teladoc 	<ul style="list-style-type: none"> • Increased access to urgent and behavioral healthcare services 	<ul style="list-style-type: none"> • Number of patients using Teladoc services 	<ul style="list-style-type: none"> • Staff
Provide non-emergency medical transportation for medical appointments, services and medication; includes mileage reimbursement, flights and lodging related to medical/healthcare services	<ul style="list-style-type: none"> • Local and national non-profit organizations and companies providing non-emergency transportation services • Medicaid 	<ul style="list-style-type: none"> • Increased access to medical services and resources 	<ul style="list-style-type: none"> • Number of patients receiving non-emergency medical transportation services 	<ul style="list-style-type: none"> • Staff • Funding

Priority need 2: Non-medical drivers of health

Baylor Scott & White Medical Center – Marble Falls

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Implement the 911 Food Box program, which provides healthy food boxes to food-insecure patients	<ul style="list-style-type: none"> The Arc Highland Lakes 	<ul style="list-style-type: none"> Decrease food insecurity among the patient population 	<ul style="list-style-type: none"> Number of patients receiving food boxes Number of food boxes distributed 	<ul style="list-style-type: none"> Staff time Supplies
In partnership with Highland Lakes Pregnancy Center, implement pregnancy and parenting classes for underserved and/or low-income parents	<ul style="list-style-type: none"> Highland Lakes Pregnancy Center 	<ul style="list-style-type: none"> Increased knowledge of healthy living techniques/methods 	<ul style="list-style-type: none"> Number of classes provided Number of class attendees 	<ul style="list-style-type: none"> Community health educational materials and equipment Staff time
Address housing insecurity through providing volunteers and funding to the Transformation Living Project, a program that provides housing for homeless individuals and families	<ul style="list-style-type: none"> The ARC Highland Lakes 	<ul style="list-style-type: none"> Decreased homelessness Increased access to community resources and support 	<ul style="list-style-type: none"> Number of apartments renovated Number of individuals placed in housing 	<ul style="list-style-type: none"> Staff time Funding In-kind donations
Partner with Feed My Sheep food pantry, Central Texas Food Bank and BSW Clinic – San Saba to implement the clinic-based food pantry program	<ul style="list-style-type: none"> Feed My Sheep Central Texas Food Bank 	<ul style="list-style-type: none"> Increased access to healthy food 	<ul style="list-style-type: none"> Number of people served Number of food bags/boxes distributed 	<ul style="list-style-type: none"> Funding Staff time Nutrition and community health materials
Implement the patient transportation program for transportation-insecure patients to complete medical appointments and receive healthcare services	<ul style="list-style-type: none"> Community Resource Center The ARC 	<ul style="list-style-type: none"> Increased access to transportation services 	<ul style="list-style-type: none"> Number of people who received transportation services Number of rides completed 	<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
Connect low-income patients and families to community resources and support through FindHelp offered through the MyBSWHealth app	<ul style="list-style-type: none"> Local non-profits and community institutions FindHelp 	<ul style="list-style-type: none"> Increased access to social supports and resources 	<ul style="list-style-type: none"> Number of app users 	<ul style="list-style-type: none"> Staff time

Priority need 2: Non-medical drivers of health

Baylor Scott & White Health Plan

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
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 • Funding
Implement the Health Plan's grant program, which awards funding to local non-profit organizations addressing non-medical drivers of health	<ul style="list-style-type: none"> • Local non-profit organizations addressing non-medical drivers of health in the Hill Country 	<ul style="list-style-type: none"> • Increased capacity among local non-profit organizations to address non-medical drivers of health in the Hill Country Region 	<ul style="list-style-type: none"> • Number of non-profit organizations funded • Total grant amount awarded to non-profits addressing non-medical drivers of health in the Hill Country 	<ul style="list-style-type: none"> • Funding • Staff
Partner with United Way of Central Texas for Baylor Scott & White Health Plan members who have needs related to non-medical drivers of health (including but not limited to accessing care)	<ul style="list-style-type: none"> • United Way of Central Texas 	<ul style="list-style-type: none"> • Increased access to community resources and services 	<ul style="list-style-type: none"> • Number of patients referred to United Way of Central Texas 	<ul style="list-style-type: none"> • Staff • Community outreach tools and referral system

Priority need 3: Chronic disease

Baylor Scott & White Medical Center – Marble Falls

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Provide sports physicals to adolescents and individuals in the Hill Country community	<ul style="list-style-type: none"> • Burnet Consolidated ISD 	<ul style="list-style-type: none"> • Decreased rates of chronic disease • Increased access to healthcare services and resources 	<ul style="list-style-type: none"> • Number of individuals who receive sports physicals 	<ul style="list-style-type: none"> • Staff time • Supplies
Promote the MyBSWHealth app, which provides access to chronic disease management and nutrition services		<ul style="list-style-type: none"> • Increased access to nutrition education • Increases access to chronic disease management services 	<ul style="list-style-type: none"> • Number of app users 	<ul style="list-style-type: none"> • Staff time
Offer blood pressure checks to individuals and families in the Hill Country community	<ul style="list-style-type: none"> • Non-profit organizations and community clinics participating in community health events 	<ul style="list-style-type: none"> • Increased access to health education and screenings 	<ul style="list-style-type: none"> • Number of health fairs • Number of individuals screened 	<ul style="list-style-type: none"> • Staff time • Health education materials • Screening equipment and supplies
Provide nutrition and healthy lifestyle education classes to new mothers who are breastfeeding	<ul style="list-style-type: none"> • Local non-profit organizations that provide support and services to new mothers 	<ul style="list-style-type: none"> • Increased knowledge of health and nutrition among new mothers • Decrease in chronic disease among new mothers 	<ul style="list-style-type: none"> • Number of mothers participating in classes • Number of classes provided 	<ul style="list-style-type: none"> • Staff time • Community health education and outreach materials
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"> • In-kind donations

Priority need 3: Chronic disease

Baylor Scott & White Clinic

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Provide specialty care to individuals with chronic disease		<ul style="list-style-type: none"> Increased access to healthcare services and resources for individuals with chronic disease Improved health outcomes for those with chronic disease 	<ul style="list-style-type: none"> Number of individuals receiving specialty care clinic services 	<ul style="list-style-type: none"> Staff time Medical supplies and equipment

Priority need 3: Chronic disease

Baylor Scott & White Health Plan

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Partner with Wellth to provide the Health Coaching app	<ul style="list-style-type: none"> Wellth 	<ul style="list-style-type: none"> Increased access to dietitian and health and wellness services 	<ul style="list-style-type: none"> Number of patients utilizing Wellth's Health Coaching app 	<ul style="list-style-type: none"> Staff time Community outreach and referral tools/software

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 Hill Country community.

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 hospital evaluates 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.

