

Community Health Implementation Plan 2025

An Action Plan for the Community Health
Needs Assessment

Temple Region





Temple Region community

- **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)
- **Baylor Scott & White Geode JV, LLC**
- **Baylor Scott & White Health Plan**

*Baylor Scott & White Medical Center - Temple and Baylor Scott & White McLane Children's Medical Center operate under the same license.



Table of contents

Executive summary	4
Letter to the community	6
Temple Region community needs	7
Implementation strategies for prioritized needs	9
Community needs not addressed	13
Program evaluation	13



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 Temple Region CHNA Community is home to a number of hospitals with overlapping service areas, including: Baylor Scott & White Medical Center – Temple, Baylor Scott & White McLane Children’s Medical Center (under Baylor Scott & White Medical Center – Temple license) and Baylor Scott & White Continuing Care Hospital. The community served by the hospital facilities listed above is Bell and Coryell 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, chronic disease 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 Temple 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](https://www.bswhealth.com/communityneeds). As part of the largest not-for-profit health system in Texas, we take our commitment to the Temple 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 Temple Region Hospital Leaders

Temple 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 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 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.

- Chronic disease
- Access to care







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

1. Chronic disease
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 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.

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Community needs addressed

Facility	Chronic disease	Access to care
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)		
Baylor Scott & White Geode JV, LLC		
Baylor Scott & White Health Plan		

Implementation plan

- **Baylor Scott & White Medical Center - Temple** (including Baylor Scott & White McLane Children’s Medical Center)
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Priority need 1: Chronic disease

Baylor Scott & White Medical Center- Temple (including Baylor Scott & White McLane Children’s Medical Center)

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Continue the Community Connections program, which increases knowledge, alignment and accessibility of community resources and healthcare services through convening non-profit organizations, community businesses and institutions across the Temple Region	<ul style="list-style-type: none"> • United Way of Central Texas • Local non-profit organizations and businesses 	<ul style="list-style-type: none"> • Increased alignment, knowledge and access to social services and healthcare resources and services 	<ul style="list-style-type: none"> • Number of Community Connections events • Number of organizations attending Community Connections events 	<ul style="list-style-type: none"> • Staff time • Meeting space
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
Promote the MyBSWHealth app, which provides access to nutrition and chronic disease management education as well as community resources and services		<ul style="list-style-type: none"> • Increased access to health education and chronic disease management resources 	<ul style="list-style-type: none"> • Number of users • App downloads 	<ul style="list-style-type: none"> • Staff time
Continue the Walk with a Doc program, which aims to improve chronic disease management and prevention through physical activity and nutrition	<ul style="list-style-type: none"> • Local non-profit organizations offering nutrition and physical activity programs 	<ul style="list-style-type: none"> • Increased physical activity • Increased knowledge of nutrition and overall health and wellness 	<ul style="list-style-type: none"> • Number of Walk with a Doc sessions • Number of program participants 	<ul style="list-style-type: none"> • Staff time
Address patients with comorbidities through the Complex Care Clinic	<ul style="list-style-type: none"> • TytoCare 	<ul style="list-style-type: none"> • Increased and improved coordinated care for patients with comorbidities 	<ul style="list-style-type: none"> • Reduced ED visits and hospital admissions 	<ul style="list-style-type: none"> • Staff time • Hospital equipment and referral tools/ software

Priority need 2: Access to care

Baylor Scott & White Medical Center- Temple (including Baylor Scott & White McLane Children’s Medical Center)

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Partner with Temple Community and Greater Killeen Community Clinics to provide chronic disease management services and primary care to uninsured and/or low-income patients	<ul style="list-style-type: none"> • Temple Community Clinic • Greater Killeen Community Clinic 	<ul style="list-style-type: none"> • Increased access to primary care and chronic disease services and resources 	<ul style="list-style-type: none"> • Number of individuals served by the community clinics • Total BSWH staff time volunteering at the community clinics 	<ul style="list-style-type: none"> • Staff time • Supplies • Funding
Partner with BSWH Office of Mission and Ministry to implement the Faith Community Health program, which trains community connectors to work in local churches and faith-based institutions to connect congregation members to healthcare services and support	<ul style="list-style-type: none"> • Local churches, faith-based institutions and non-profit organizations 	<ul style="list-style-type: none"> • Increased access to healthcare services and resources 	<ul style="list-style-type: none"> • Number of community connectors trained in the Temple Region • Number of individuals served through the Faith Community Health Program 	<ul style="list-style-type: none"> • Staff time • Community health outreach materials and 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 • Supplies
In partnership with Bell County, support the Diversion Center program, which provides critical behavioral health services to treat/address mental illness	<ul style="list-style-type: none"> • Bell County • AdventHealth • Central Counties Services 	<ul style="list-style-type: none"> • Increased access to behavioral healthcare and resources 	<ul style="list-style-type: none"> • Total in-kind donations to the Diversion Center • Total hours of volunteer time to support the Diversion Center • Total funds distributed to the Diversion Center 	<ul style="list-style-type: none"> • Staff time • Funding • Medical supplies and equipment
Offer school-based telehealth clinics	<ul style="list-style-type: none"> • TytoCare 	<ul style="list-style-type: none"> • Increased access to primary healthcare 	<ul style="list-style-type: none"> • Total number of individuals served through school-based telehealth services 	<ul style="list-style-type: none"> • Funding • Staff time
Increase the number of NICU beds at McLane Children’s Medical Center		<ul style="list-style-type: none"> • Increased access to medical services 	<ul style="list-style-type: none"> • Total NICU beds added 	<ul style="list-style-type: none"> • Funding • Medical supplies and equipment

Priority need 2: Access to care

Baylor Scott & White Continuing Care Hospital

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 Supplies
Assist and support individuals in the qualification and enrollment in government assistance programs for the uninsured		<ul style="list-style-type: none"> Increased access to healthcare services and support 	<ul style="list-style-type: none"> Total number of patients/individuals enrolled 	<ul style="list-style-type: none"> Staff time

Priority need 2: Access to care

Baylor Scott & White Clinic (including Baylor Scott & White McLane Children’s 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

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

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 attendees 	<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 healthcare services 	<ul style="list-style-type: none"> • Number of individuals and/or health plan members receiving Teladoc services 	<ul style="list-style-type: none"> • Staff time
Provide non-emergency medical transportation for Medicaid and Medicare members' 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 Health Plan members receiving non-emergency medical transportation services 	<ul style="list-style-type: none"> • Staff time • Funding
Administer the Health Plan's grant program, which awards funding to local non-profit organizations addressing access to health and social services and resources	<ul style="list-style-type: none"> • Local non-profit organizations addressing health and social needs within the Temple CHNA Community 	<ul style="list-style-type: none"> • Increased capacity among local non-profit organizations to address the health and social needs of the Temple CHNA Community 	<ul style="list-style-type: none"> • Total grant dollars awarded to non-profits 	<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 Temple 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.

