

Community Health Implementation Plan 2025

An Action Plan for the Community Health
Needs Assessment

Waco-McLennan Region





Waco-McLennan Region community

- Baylor Scott & White Medical Center - Hillcrest
- Baylor Scott & White Clinic
- Baylor Scott & White Geode JV, LLC
- Baylor Scott & White Health Plan



Table of contents

Executive summary	4
Letter to the community	6
Waco-McLennan Region community needs	7
Implementation plans for prioritized needs	9
Community needs not addressed	14
Program evaluation	14



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 Waco-McLennan Region CHNA Community is home to Baylor Scott & White Medical Center - Hillcrest. The community served by the hospital is McLennan County. BSWH has at least one hospital facility or a provider-based clinic in this county, 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, behavioral health and maternal and child 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 Waco-McLennan 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 Waco-McLennan 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,

Baylor Scott & White Medical Center - Hillcrest

Waco-McLennan 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.

- Behavioral health
- Maternal and child health







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

1. Behavioral health
2. Maternal and child health

The facility, clinic, enterprise and health plan 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 facility, clinic, enterprise and health plan form a joint Implementation Plan to address the prioritized health needs listed above.

- **Baylor Scott & White Medical Center - Hillcrest**
- **Baylor Scott & White Clinic**
- **Baylor Scott & White Geode JV, LLC**
- **Baylor Scott & White Health Plan**

Community needs addressed

Facility	Behavioral health	Maternal and child health
Baylor Scott & White Medical Center - Hillcrest		
Baylor Scott & White Clinic		
Baylor Scott & White Geode JV, LLC		
Baylor Scott & White Health Plan		

Implementation plan

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

Priority need 1: Behavioral health

Baylor Scott & White Medical Center – Hillcrest

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
Support the development of the McLennan County Diversion Center operated by the Behavioral Health Network	<ul style="list-style-type: none"> • Behavioral Health Network • Local non-profit organizations 	<ul style="list-style-type: none"> • Increased access to behavioral health services and resources 	<ul style="list-style-type: none"> • Number of referrals from BSW – Hillcrest to the Diversion Center 	<ul style="list-style-type: none"> • Staff time • In-kind donations • Funding
Provide free and/or discounted care to financially or medically indigent patients outlined in the financial assistance policy	<ul style="list-style-type: none"> • Community-based clinics 	<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
Support the BSW Office of Mission and Ministry in the implementation of the Faith Community Health Program	<ul style="list-style-type: none"> • Local non-profits, churches and faith-based institutions 	<ul style="list-style-type: none"> • Increased access to health and wellness services and resources 	<ul style="list-style-type: none"> • People served through the Faith Community Health Program • Total number of community partners 	<ul style="list-style-type: none"> • Staff time • Funding

Priority need 1: Behavioral health

Baylor Scott & White Clinic

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Partner with community-based organizations to provide behavioral health referrals and resources for patients	<ul style="list-style-type: none"> Local non-profits and community institutions 	<ul style="list-style-type: none"> Increased access to behavioral health services/resources 	<ul style="list-style-type: none"> Number of behavioral health referrals 	<ul style="list-style-type: none"> Staff time
Partner with Waco Family Medicine and MHMR crisis center for medical screenings, family practice and psychiatric medicine training programs	<ul style="list-style-type: none"> Waco Family Medicine MHMR 	<ul style="list-style-type: none"> Increased access to behavioral health services Increased behavioral health providers 	<ul style="list-style-type: none"> Number of psychiatric medicine training programs Number of physicians and healthcare providers trained 	<ul style="list-style-type: none"> Staff time
Provide free and/or discounted care to financially or medically indigent patients as 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

Priority need 1: Behavioral health

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 1: Behavioral health

Baylor Scott & White Health Plan

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Provide behavioral health case management	<ul style="list-style-type: none"> Local non-profits and clinics that provide mental healthcare services 	<ul style="list-style-type: none"> Increased access to mental health services and resources 	<ul style="list-style-type: none"> Number of patients served through behavioral health case management services 	<ul style="list-style-type: none"> Staff time
Partner with Mindoula, an organization that offers five programs targeting interpersonal violence, suicidal behavior and substance use, to decrease mental health crises and improve the management of medication	<ul style="list-style-type: none"> Mindoula 	<ul style="list-style-type: none"> Decreased behavioral health crises Increased access to behavioral health resources and services 	<ul style="list-style-type: none"> Number of individuals participating in Mindoula programs 	<ul style="list-style-type: none"> Staff time
Connect patients/members to Teladoc (virtual urgent and behavioral health)	<ul style="list-style-type: none"> Teladoc 	<ul style="list-style-type: none"> Increased access to mental healthcare 	<ul style="list-style-type: none"> Number of individuals who received mental health services through the Teladoc 	<ul style="list-style-type: none"> Staff time

Priority need 2: Maternal and child health

Baylor Scott & White Medical Center - Hillcrest

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-profits and community institutions 	<ul style="list-style-type: none"> Increased access to maternal and child supportive services and healthcare 	<ul style="list-style-type: none"> Number of mothers served through the Nurse Family Partnership program 	<ul style="list-style-type: none"> Staff time Supplies Funding
Partner with TexasAIM to implement the Sepsis Texas program	<ul style="list-style-type: none"> Texas Department of State Health Services Texas Collaborative for Healthy Mothers and Babies TexasAIM 	<ul style="list-style-type: none"> Increased access to maternal and child care Increased awareness of sepsis among maternal patients Decrease in sepsis cases among maternal patients 	<ul style="list-style-type: none"> The nursing staff at the hospital will accurately utilize the OB Sepsis Risk Screening Tool 75% of the time when eligible patients qualify 	<ul style="list-style-type: none"> Supplies Staff time
Implement TeamBirth, a collaborative maternal health communication and education decision-making initiative to enhance patient decision-making and birth outcomes	<ul style="list-style-type: none"> United Way of Tarrant County 	<ul style="list-style-type: none"> Increased patient engagement in birthing plans Improved health outcomes among women giving birth 	<ul style="list-style-type: none"> Number of women served through the TeamBirth program 	<ul style="list-style-type: none"> Staff time Health education materials

Priority need 2: Maternal and child health

Baylor Scott & White Health Plan

Strategies	Community partners	Anticipated impact	Outcome measures	Hospital resources
Implement the Expecting the Best case management program, which provides screenings, behavioral health support and coordinated care, and promotes access to prenatal/postpartum care and well-child visits to reduce maternal morbidity and mortality and improve infant outcomes	<ul style="list-style-type: none"> Local non-profit organizations providing health and social services and resources in the Waco-McLennan Region 	<ul style="list-style-type: none"> Increased access to maternal and child supportive services and healthcare 	<ul style="list-style-type: none"> Number of individuals served through the Expecting the Best case management program 	<ul style="list-style-type: none"> Staff time Supplies Technical equipment
Support local non-profits and community organizations that address maternal health and wellness through the Health Plan's grant program	<ul style="list-style-type: none"> Local non-profit organizations 	<ul style="list-style-type: none"> Increased capacity for organizations to more effectively address maternal health and wellness needs in the community 	<ul style="list-style-type: none"> Number of organizations awarded funding Total dollars awarded to organizations addressing maternal and child health 	<ul style="list-style-type: none"> Staff time Funding

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 Waco-McLennan 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.

