



# **Baylor Scott & White Health Southeast Tarrant County Health Community**

**Community Health Implementation Strategies 2019**

An Action Plan for the Community Health Needs Assessment



# **Southeast Tarrant County Health Community Hospitals**

- **Baylor Scott & White Orthopedic and Spine Hospital – Arlington**
- **Baylor Scott & White Emergency Hospital – Mansfield**
- **Baylor Scott & White Emergency Hospital – Burleson**
- **Baylor Scott & White Emergency Hospital – Grand Prairie**



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# Executive Summary

As the largest not-for-profit healthcare system in Texas, Baylor Scott & White Health (BSWH) understands the importance of serving the health needs of its communities. In order to do that successfully, the System is constantly surveying patients, their families and neighbors to understand the issues they face when it comes to making healthy life choices and healthcare decisions.

Earlier in 2019, a BSWH task force led by the community benefit, tax compliance and corporate marketing departments began assessing the current health needs of all the communities served by System hospitals. IBM Watson Health (formerly known as Truven Health Analytics) analyzed the data for this process and prepared a final report made publicly available in June 2019.

For the 2019 assessment, the community was defined as the geographical area served by BSWH hospital facilities in Southeast Tarrant County, where at least 75% of the hospital facilities' admitted patients live.

BSWH and IBM Watson Health examined more than 102 public health indicators and conducted a benchmark analysis of this data, comparing the community to overall state of Texas and U.S. values. Community focus groups, including a representation of minority, underserved and indigent populations provided input for a qualitative analysis. Group Interviews with key community leaders and public health experts provided depth and context to the report.

Any community needs that did not meet state benchmarks were included in a magnitude analysis index. Understanding the degree of difference from benchmark





helped determine the relative severity of the issue. The outcomes of this quantitative analysis aligned with the qualitative findings of the community input sessions to elicit a list of health needs in the community. The health needs fell into one of four quadrants within a health needs matrix: high data/low qualitative; low data/low qualitative; low data/high qualitative; or high data/high qualitative.



**A community focus group, including a representation of minority, underserved and indigent populations, provided input for a qualitative analysis.**



Hospital and clinic leadership, along with community leaders, reviewed the matrix in a session that established a list of significant prioritized needs. The session included an overview of the community demographics, a summary of health data findings and an explanation of the quadrants of the health needs matrix.

Those health needs falling into the “high data/high qualitative” quadrant were considered the most significant and in need of the most attention. Each session attendee identified and prioritized six needs. The most significant health needs emerged from this process.

## Dear Community Members:

Baylor Scott & White is committed to improving health in the communities we serve. As part of that commitment, every three years we conduct a Community Health Needs Assessment (CHNA) and report on our community's current health needs. We also provide the Community Health Implementation Strategies report, which is our plan for addressing the identified needs.

We are pleased to present the 2019 Implementation Strategies for Southeast Tarrant County Health Community, a companion piece to the CHNA that provides plans for addressing our most pressing health needs. The joint CHNA for the hospital facilities incorporates input from influencers such as key stakeholders, area residents, faith-based organizations, healthcare providers, neighborhood association leaders, elected officials, health professionals, hospital and System leaders, the medically underserved and others.

**The Implementation Strategies address the most severe health concerns that negatively impact community health. Hospital leadership selected the following priority to focus on in the Strategies:**

- **Ratio of Population to One Non-Physician Primary Care Provider**

The full report can be found at <http://BSWHealth.com/CommunityNeeds>.

As part of the largest not-for-profit health system in Texas, we take our commitment to Southeast Tarrant County Health Community very seriously. By working 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 Facility Presidents  
Southeast Tarrant County Health Community

# Southeast Tarrant County Community Health Implementation Strategies

The Community Health Implementation Strategies for Southeast Tarrant County Health Community is the companion piece to the CHNA. Public and hospital data and input gleaned from stakeholders representing the broad interests of the community are the foundation for this report, which offers realistic solutions to the community's priority health needs (see CHNA Report [www.BSWHealth.com/CommunityNeeds](http://www.BSWHealth.com/CommunityNeeds)). The BSWH hospital facilities are located in Southeast Tarrant County and include the geographic area where at least 75% of the hospital facilities' admitted patients live. This written plan satisfies the requirements set forth in Internal Revenue Code (IRC) Section 501(r) (3) and the Texas Health and Safety Code Chapter 311 and is widely available to the public.

The overall purpose of the Implementation Strategies is to align the hospitals' charitable mission, program services and limited resources with the findings of the CHNA. To meet the requirements under IRC Section 501(r) (3), the written Implementation Strategies includes the following:

- 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)
- Identify programs and resources the hospital plans to commit to address the health needs
- Describe any planned collaboration between the hospital and other facilities or organizations in addressing the health needs

The focus group recommended using the following prioritization criteria to rank the most significant health needs:

1

**Severity:** the problem results in disability or premature death or creates burdens on the community, economically or socially

2

**Vulnerable Populations:** there is a high need among vulnerable populations and/or vulnerable populations are adversely impacted

3

**Root Cause:** the need is a root cause of other problems, thereby addressing it could possibly impact multiple issues

## Southeast Tarrant County Health Community Needs

The following health concerns are identified in priority order based on the results of the CHNA.

Priority	Need	Category of Need
1	Ratio of Population to One Non-Physician Primary Care Provider	Access to Care
2	Ratio of Population to One Primary Care Physician	Access to Care
3	Ratio of Population to One Mental Health Provider	Mental Health
4	Ratio of Population to One Dentist	Access to Care
5	Hospital Stays for Ambulatory-Care Sensitive Conditions- Medicare	Access to Care
6	Uninsured Children	Access to Care

The hospital facilities listed below collaborated to conduct this joint implementation strategy and have reviewed the significant health needs identified above. Hospital leadership selected the following health need as the most important to confront in collaboration with the community based on the anticipated impact to the community, hospital resources available, and the expertise of each respective hospital facility.

### COMMUNITY NEEDS ADDRESSED

Facility	Ratio of Population to One Non-Physician Primary Care Provider
Baylor Scott & White Orthopedic and Spine Hospital – Arlington	✓
Baylor Scott & White Emergency Hospital – Mansfield	✓
Baylor Scott & White Emergency Hospital – Burleson	✓
Baylor Scott & White Emergency Hospital – Grand Prairie	✓

## Implementation Strategies

**Priority 1: Ratio of Population to One Non-Physician Primary Care Provider** – There is a nationwide scarcity of physicians across the United States. While particularly challenging in small towns and cities, metropolitan areas are not exempt.

Primary care physician extenders (e.g., nurse practitioners, physician assistants and clinical nurse specialists) could help close the gap in access to primary care services when they are located in a community. Physician extenders expand the scope of primary care providers within a geographic area and help bridge the gap to both access to care and management of healthcare costs.

Access to non-physician primary care providers was the top-ranked need identified in the Southeast Tarrant County Health Community. Non-physician primary care provider ratio for Texas overall is one provider to 1,497 residents. In Johnson County that ratio is one provider to 2,592 residents. This was a difference of 73.1% relative to the Texas value (relative difference). Additionally, the value for Johnson County is 151.7% higher than the overall U.S. benchmark of one non-physician primary care provider to 1,030 residents.

**Priority 1: Ratio of Population to One Non-Physician Primary Care Provider**

<b>BAYLOR SCOTT &amp; WHITE EMERGENCY HOSPITALS – MANSFIELD, BURLESON, GRAND PRAIRIE</b>				
<b>Action/Tactics</b>	<b>Anticipated Impact</b>	<b>Hospital Resources Contributed (Programs, Staff, Budget)</b>	<b>Outcomes to Measure</b>	<b>Community Organization Collaborators (if applicable)</b>
Free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy	Increased access to non-physician primary care providers for all persons, insured or uninsured	Healthcare infrastructure Supplies Staff	Number of persons receiving assistance Unreimbursed cost of care	
BSWH provides quality emergency and urgent care to all persons, insured or uninsured	Increased access to non-physician primary care providers	Healthcare infrastructure Budget Supplies Staff	Number of visits Length of stay	

**Priority 1: Ratio of Population to One Non-Physician Primary Care Provider (See Priority description on previous page)**

**BAYLOR SCOTT & WHITE ORTHOPEDIC AND SPINE HOSPITAL – ARLINGTON**

<b>Action/Tactics</b>	<b>Anticipated Impact</b>	<b>Hospital Resources Contributed</b> (Programs, Staff, Budget)	<b>Outcomes to Measure</b>	<b>Community Organization Collaborators</b> (if applicable)
Provide free and/or discounted care to financially or medically indigent patients as outlined in the financial assistance policy	Increased access to primary care and/or specialty care for indigent persons regardless of their ability to pay	Healthcare infrastructure Supplies Staff	Number of persons receiving assistance Number of person receiving assistance Unreimbursed cost of care	

## 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.

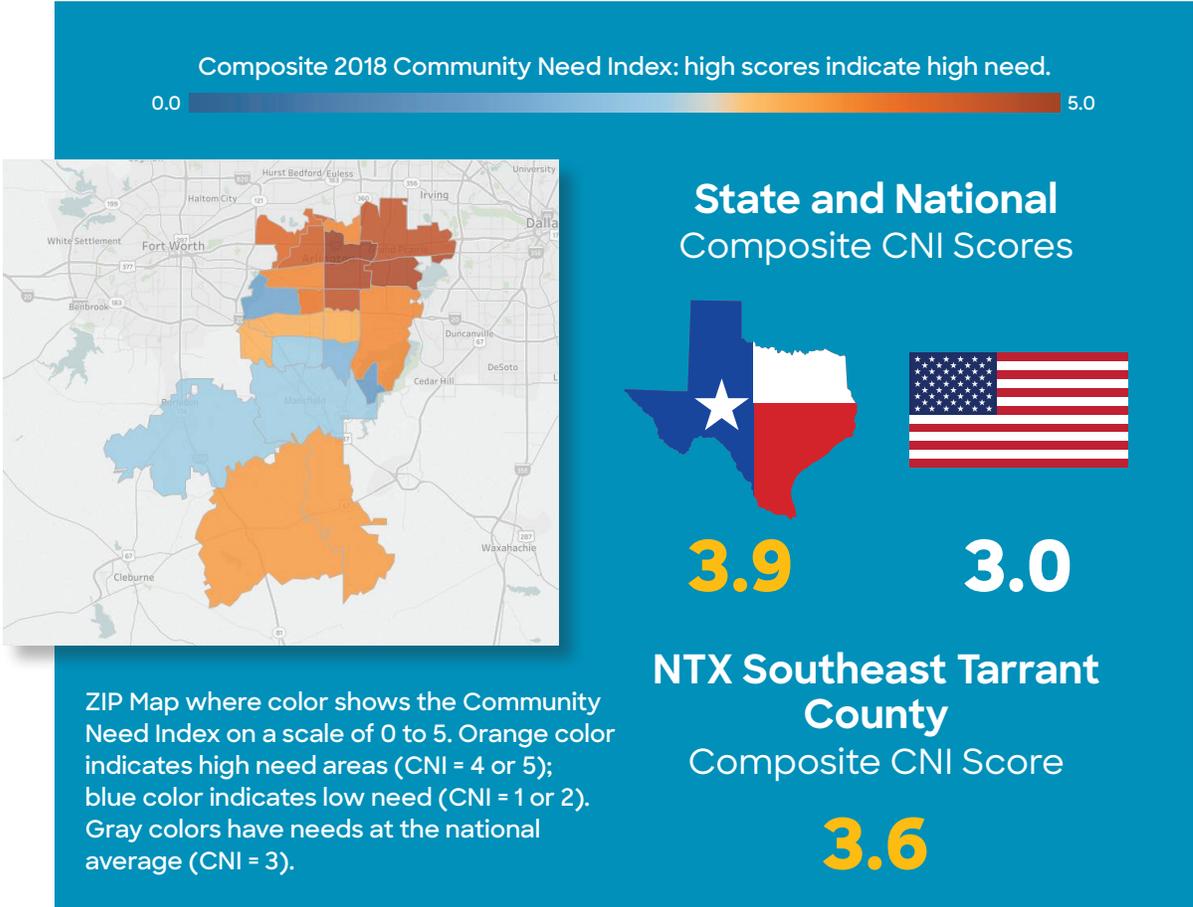
Needs not addressed:

- **Ratio of Population to One Primary Care Physician**
- **Ratio of Population to One Mental Health Provider**
- **Ratio of Population to One Dentist**
- **Hospital Stays for Ambulatory-Care Sensitive Conditions - Medicare**
- **Uninsured Children**

There are multiple community and state agencies whose expertise and infrastructure are better suited for meeting the needs not addressed in the Community Health Implementation Strategies. Therefore, BSWH leadership has opted to focus its resources on the listed priority for the betterment of the community.

# Composite 2018 Community Need Index

The **Community Need Index** shows the high-need areas in Southeast Tarrant County Health Community in contrast to the state of Texas and the U.S.



IBM Watson Health created this CNI, which is a statistical approach to identifying areas within a community where health disparities may exist. The CNI takes into account vital socio-economic factors (income, cultural, education, insurance and housing) about a community to generate a CNI score for every populated ZIP code in the United States. The CNI strongly linked to variations in community healthcare needs and an indicator of a community’s demand for various healthcare services. The CNI score by ZIP code identifies specific areas within a community where healthcare needs may be greater.

## 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 Strategies. The hospitals evaluate programs and activities on a regular basis to ensure appropriate use of staff time and hospital resources.

To support the hospital's community benefit objectives, requests for contributions from other unrelated 501(c) (3) charitable organizations managed by the Community Benefit Department are considered alongside those activities addressing a priority need in the community 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. Regular conversations with community members, feedback on this plan and modifying programs and services enhance the opportunities patients have to connect to community resources. As a result, these hospital facilities achieve 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](mailto:CommunityHealth@BSWHealth.org).

This document may be accessed at <http://BSWHealth.com/CommunityNeeds>.