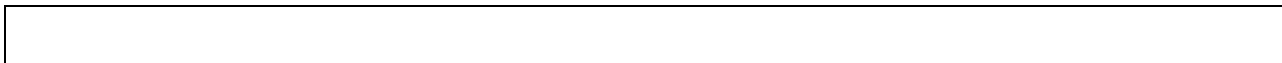




**Baylor Scott & White Health**  
**Baylor Scott & White Medical Center – Irving**  
**Annual Report of Community Benefits**  
**1901 North MacArthur Blvd, Irving, TX 75061**  
**Taxpayer ID # 75-2586857**  
**For the Fiscal Year Ended June 30, 2016**



Baylor Scott & White Medical Center – Irving  
Annual Report of Community Benefits  
1901 North MacArthur Blvd, Irving, TX 75061  
Taxpayer ID # 75-2586857  
For the Fiscal Year Ended June 30, 2016  
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June 30, 2016

Dear Fellow Texan:

At Baylor Scott & White Medical Center – Irving, we recognize that prevention, early detection and health education are very important areas of healthcare and have the potential to make a great difference in the overall health of the communities we serve. During Fiscal Year 2016, Baylor Scott & White – Irving enhanced health care services and added new technology including 3D mammography, low dose CT lung cancer screenings, an advanced skin cancer center, comprehensive vascular services, and telemedicine technology for stroke care. Additionally, we completed the emergency department expansion and campus renovations continuing our commitment to improve the health care experience for patients.

As a full-service, fully-accredited hospital, our dedicated team is working not just to mend bodies, but provide our community with the knowledge and tools to be successful in their own health care. Baylor Scott & White – Irving remains committed to fulfilling the mission:

***“Baylor Scott & White Health exists to serve all people by providing personalized health and wellness through exemplary care, education and research as a Christian ministry of healing.”***

The impact of our hospital extends far beyond bricks and mortar. As a preferred community partner, we continue to work collaboratively with school districts, businesses, community groups, and not-for-profit health organizations to support healthy lifestyles and improve quality of life in the region. Our community assessment reveals key areas of focus including multiple chronic conditions, preventive health screenings, access to care for low income/underserved, behavioral health, emergency and urgent care, patient safety and hospital acquired conditions. These areas have been addressed by the hospital through multiple channels including on-site health seminars and education, support groups, community wellness programs, monetary grants, health fairs and screenings that help identify those at risk.

Enclosed is the report for Fiscal Year 2016. Our plan is developed according to community needs identified by the FY 2013-16 Community Benefit Implementation Plan, Dallas County, as well as specific focus areas identified by Baylor Scott & White Health.

I encourage you to provide any feedback you may have. Please address comments to me, in care of Jennifer Coleman, Senior Vice President, Public Affairs, Baylor Health Care System, 3500 Gaston Avenue, Suite 150, Dallas, Texas 75246.

Sincerely,

A handwritten signature in black ink that reads "Cindy K. Schamp". The signature is written in a cursive, flowing style.

Cindy K. Schamp  
President

Baylor Scott & White Health  
Baylor Scott & White Medical Center – Irving  
Annual Report of Community Benefits  
1901 North MacArthur Blvd, Irving, TX 75061  
Taxpayer ID# 75-2586857  
For the Fiscal Year Ended June 30, 2016

I. Effective Dates of the Report

The annual report of community benefits provided is for the fiscal year ended June 30, 2016 (Fiscal Year 2016).

II. Hospital Description

Baylor Scott & White Medical Center – Irving, an affiliate of Baylor Scott & White Health (BSWH), is a leading community and safety-net hospital in its service area. Baylor Scott & White Medical Center - Irving has been a beacon of trusted, quality health care in our community for decades. This commitment to care continues to strengthen through innovative technology advancements, award-winning care and accreditations.

Baylor Scott & White - Irving is the premier medical facility providing care to Irving, Las Colinas, Grand Prairie, Coppell and the surrounding communities. For your whole family's medical care, from joint replacements, diagnostic imaging, oncology and chest pain to delivering babies, Baylor Scott & White - Irving is committed to providing comprehensive care. When advanced treatment is required, Baylor has got you covered.

The full-service, fully-accredited 293-bed hospital offers advanced health care services in cardiovascular care, diagnostic imaging, digestive health, physical medicine and rehabilitation, cancer care, orthopedic surgery, neurology, neurosurgery, minimally-invasive surgery, general surgery and emergency medicine.

- Baylor Scott & White - Irving has received numerous recognitions, accolades and accreditations including: Best Medical Center in Irving Award from the Greater Irving, Las Colinas Chamber of Commerce
- Get With The Guidelines® – Stroke Gold Plus Quality Achievement Award from the American Heart Association and American Stroke Association
- Magnet Designation from the American Nurses Credentialing Center
- Texas Award for Performance Excellence
- Texas Health Care Quality Improvement Award
- Texas Nurses Association and DFW Hospital Council Great 100 Nurses
- Cycle 4 Chest Pain Center with PCI accreditation
- Heart Failure Accreditation
- Advanced Certified Primary Stroke Center
- National Accreditation Program for Breast Centers

- Nationally Accredited Cancer Program from the American College of Surgeons Commission on Cancer
- Nurses Improving Care for Healthsystem Elders (NICHE) Exemplary Designation

The Hospital uses its revenue after expenses to improve the health of Fort Worth and surrounding communities through patient care, education, research, and community service. In the fiscal year ending June 30, 2016, the Hospital had 11,025 total adult and special care nursery admits resulting in a total of 52,454 days of care; 2,055 babies were delivered and there were 71,393 emergency department visits.

As part of the Hospital's commitment to the community, the Hospital provides financial assistance in the form of charity care to patients who are indigent and satisfy certain requirements. Additionally, the Hospital is committed to treating patients who are eligible for means tested government programs such as Medicaid and other government sponsored programs including Medicare, which is provided regardless of the reimbursement shortfall, and thereby relieves the state and federal government of the burden of paying the full cost of care for these patients. Often, patients are unaware of the federal, state and local programs open to them for financial assistance, or they are unable to access them due to the cumbersome enrollment process required to receive these benefits. The Hospital offers assistance in enrollment to these government programs or extends financial assistance in the form of charity care through the Hospital's Financial Assistance Policy which can be located on the Hospital's website at [BaylorHealth.com/Financial Assistance](http://BaylorHealth.com/Financial Assistance). In addition to the Hospital's Financial Assistance Policy, as part of a large faith based integrated health care delivery System the areas of medical education, research, subsidized services and community health education and screenings are initiatives that take place across the System, and also comprise a significant portion of the Hospital's community benefit program.

The Hospital is also committed to assisting with the preparation of future nurses at entry and advanced levels of the profession to establish a workforce of qualified nurses. Through the System's relationships with six North Texas schools of nursing, the Hospital maintains strong affiliations with schools of nursing. In the fiscal year ending June 30, 2016, the Hospital invested in training 182 nurses. Total unreimbursed cost of these programs was \$401,052. Like physicians, nursing graduates trained at a System entity are not obligated to join the staff although many remain in the North Texas area to provide top quality nursing services to many health care institutions.

### III. Hospital Mission Statement

*Baylor Scott & White Health exists to serve all people by providing personalized health and wellness through exemplary care, education and research as a Christian ministry of healing.*

"Personalized health" refers to our commitment to develop innovative therapies and procedures focusing on predictive, preventive and personalized care. For example, we'll use data from our electronic health record to help us predict the possibility of disease in a person or a population. And with that knowledge, we can put measures in place to either prevent the disease altogether or significantly decrease its impact on the patient or the population.

We'll tailor our care to meet the individual medical, spiritual and emotional needs of our patients.

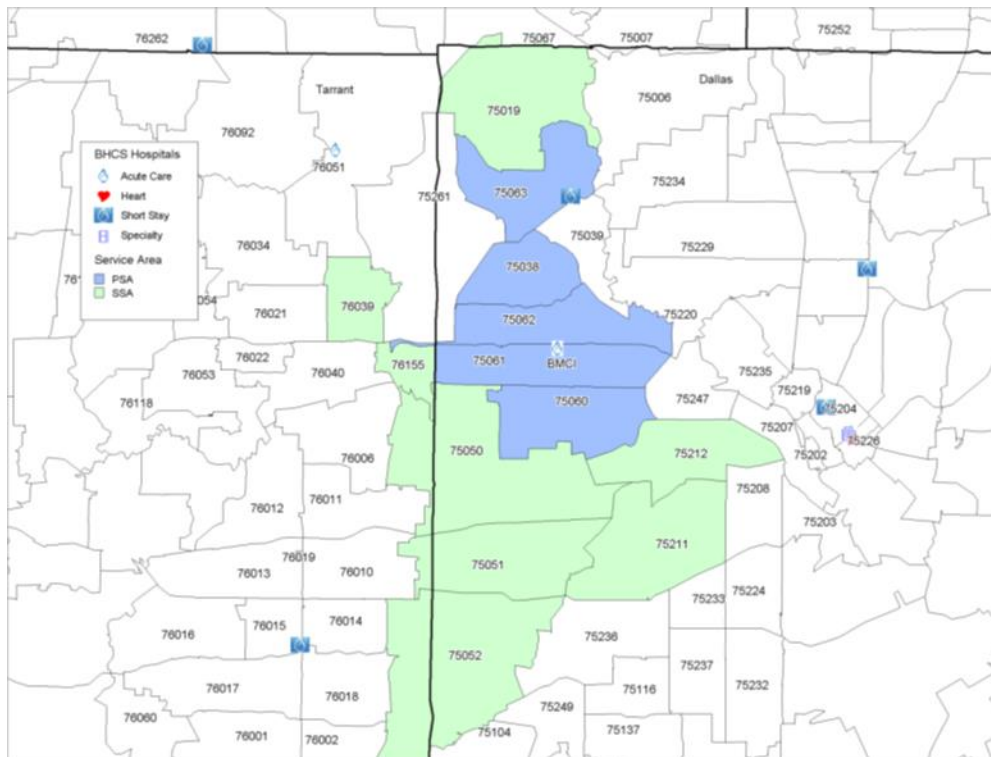
“Wellness” refers to our ongoing effort to educate the people we serve, helping them get healthy and stay healthy.

“Christian ministry” reflects the heritage of Baylor Health Care’s founders and Drs. Scott and White, who showed their dedication to the spirit of servanthood — to equally serve people of all faiths and those of none.

#### IV. Description of Community Served

The System is committed to serving a vast array of neighborhoods comprising its service area and recognizes the importance of preserving a local community focus to effectively meet community needs.

Located in Dallas County, the Hospital serves the Central Region of the System, and its total service area (TSA) includes zip codes from Dallas, Collin, Denton, Ellis, Henderson, Hunt, Kaufman, Rockwall and Tarrant Counties.



Based on population alone, Texas is the second largest state in the nation with more than 25 million people. From 2000 to 2010, Texas experienced a 20 percent growth in population, as compared to only a 9.7 percent increase nationally. Originally, the North Texas Region was

defined to include Collin, Dallas, Denton, Ellis, Fannin, Grayson, Kaufman, Navarro, and Rockwall counties. There is considerable in-migration from the original counties to Dallas County for health care services.

Average household income, \$76,541, is below the average for both Texas and the U.S.

10.0 percent of the population has household incomes below the Federal Poverty Level (FPL), compared to 9.7 percent living below the FPL in the Dallas/Fort Worth Metroplex.

9.4 percent living below the FPL in the United States.

The community inpatient payer mix is comprised of the following: 35.1 percent Managed care, 18.8 percent Medicaid, 34.7 percent Medicare, 11 percent Self Pay/Charity Care, and 0.5 percent Other.

White non-Hispanics represent 48.1 percent of the population, followed by Hispanics, Black non-Hispanics, Asians, and others, respectively. Approximately 44 percent of Dallas-Fort Worth residents are New Americans (defined as either foreign born or the children of foreign born) of which 46 percent are undocumented. English is not the language spoken in 32 percent of homes in North Texas and over 239 languages are spoken in the North Texas Area, with more than 1/3 reflecting African cultures new to the region.

The most prevalent age group is 35-54 years (27.6 percent), followed by the 0-14 age group (20.2 percent).

While 15.1 percent of adults have less than some high school level of education, approximately 85 percent of adults have at least a high school degree.

Medically underserved: The Hospital service area contains 25 medically underserved areas or populations. Dallas County has significant Health Professional Shortage Area (HPSA) and Medically Underserved Areas (MUA) that overlap and Kaufman County is a county-level HPSA with no MUAs.

## V. Identified Community Health Needs

During the fiscal year ending June 30, 2013, the Hospital conducted a Community Health Needs Assessment (CHNA) to assess the health care needs of the community. The CHNA took into account input from persons who represent the broad interest of the community served by the Hospital, including those with special knowledge of or expertise in public health. The CHNA has been made widely available to the public and is located on the website at the following address, [BaylorHealth.com/Community](http://BaylorHealth.com/Community). A summary of the CHNA is outlined below including the list of the needs identified in the assessment.

Creating healthy communities requires a high level of mutual understanding and collaboration with community individuals and partner groups. The development of this assessment brings together information from community health leaders and providers along with local residents for the purposes of researching, prioritizing and documenting the community health needs for the



geographies served by the Hospital. This health assessment will serve as the foundation for community health improvement efforts for next three years.

The FY 2013 CHNA brings together a variety of health status information. This assessment consolidates information from the recent community health needs assessment conducted for the Texas' Regional Healthcare Partnership Region 9 (Region 9 RHP), the Dallas County Community Health Needs Assessment and the Consumer Health Report conducted by the National Research Corporation (NRC) for the Hospital, each of which takes into account input from person who represent the broad interest of the community including those with special knowledge of or expertise in public health.

The identified community health needs as outlined below were reviewed and prioritized with input from the BSWH Senior Leadership, the BSWH Mission and Community Benefit Committee and approved by the BSWH Board of Trustees. The methodology for prioritization can be found in the CHNA executive summary. Although each identified need is prioritized as high, medium or low, the Hospital will address all identified needs in the Plan.

The importance and benefits of compiling information from other recognized assessments are as follows: 1) Increases knowledge of community health needs and resources, 2) Creates a common understanding of the priorities of the community's health needs, 3) Enhances relationships and mutual understanding between and among stakeholders, 4) Provides a basis upon which community stakeholders can make decisions about how they can contribute to improving the health of the community, 5) Provides rationale for current and potential funders to support efforts to improve the health of the community, 6) Creates opportunities for collaboration in delivery of services to the community and 7) Provides guidance to the hospital how it can align its services and community benefit programs to best meet needs.

In developing a plan to address all identified community health needs, the Hospital and the System found that aggregating the needs allows for significant, crosscutting initiatives. Therefore, this community health implementation plan organizes the needs as follows:

- A. Access to Care for Low Income/Underserved
- B. Multiple Chronic Conditions
- C. Preventive Health Screenings
- D. Behavioral Health
- E. Patient Safety and Hospital Acquired Conditions
- F. Emergency and Urgent Care
- G. Health Infrastructure

#### VI. Programs Addressing Identified Community Health Needs

Program: **Behavioral Health**

Description: The Baylor Clinic on the Baylor Medical Center at Irving campus, expanded their capacity by opening their patient panels to non-Baylor patients (including Medicaid

and Uninsured) and fully utilize the space and providers' capacity. Additional support staff helps to better coordinate patient care, ensure transition from the hospital to a Baylor Clinic and help to facilitate the care of the complex underserved patients. The Baylor Clinic on the Baylor Medical Center at Irving is already an NCQA recognized PCMH, thus the focus of this project would be to open the current panel to the underserved community and provide volume relief for other providers/ health systems in the area. We expect that approximately 90-95% of new patients will be Medicaid/Uninsured. Additionally, the clinic would provide these high quality primary care services to a greater number of people. Essentially, through expanding the capacity of the current clinic, adding additional support staff and services, a patient can receive comprehensive and complete services in one primary care location. In addition to receiving primary care, this project also proposes that ancillary services such as labs, imaging (i.e. CT scans, MRI, ultrasound, etc.) and diagnostics (i.e. colonoscopy, stress tests, etc.) would also be provided upon physician request. This project closes the loop of care and increases patient compliance by co-locating/coordinating many of the essential services that the underserved population often has issues accessing and completing.

Persons Served: 1,815

Needs Addressed Under This Program:

- Behavioral Health

Program: **Care Connect**

Description: This project creates a fluid care navigation program located at Baylor Medical Center at Irving Emergency Department for patients (including Medicaid/Uninsured) who are identified (or proclaim) to not have a primary care physician and/or patient centered medical home to address their post-acute care needs.

Approximately 85% of new patients enrolled in this program are Medicaid/Uninsured. By having staff physically located in these locations, patients receive real time assistance in finding a provider and ensuring they are connected with the appropriate resources they would require once discharged to home. Staff coverage includes weekends to ensure that patients are seen and connected to resources 7 days/week. Additionally, in order to close the loop, staff follows-up with patients to make sure they have an appointment and that they attend their appointment. The Care Connect staff receives e-mail notifications any time a patient revisits the hospital, at this time staff proactively visits the patient to ensure the patient is able to access their PCP/PCMH appointment and/or recommended community resource(s). Care plans are developed for patients with high hospital utilization (especially patients with frequent emergency department visits) and complex needs. Care plans include involvement with Social Work Supervisor, Hospital Medical Director and other hospital staff. Patients with care plans are contacted as often as needed to ensure continuity of the care plan.

Persons Served: 2,935

Needs Addressed Under This Program:

- Emergency and Urgent Care

Program: **Chronic Disease Management**

Description: The Baylor Clinics house a carved out chronic disease management program to provide focused and dedicated education and care for patients with diabetes, cardiovascular diseases (CVD) (i.e.: congestive heart failure) and respiratory diseases (asthma/chronic obstructive pulmonary disease) within a primary care setting. Specific staff, comprised of CHWs and Nurse Care Managers address the complex clinical and prevention needs of these patients and spend time specifically on management of these diseases. The focus of this time and education with patients not only entails clinical counseling, but also includes prevention components to focus on lifestyle issues and self-management. The other key advantage that patients receive as part of this program is point of care testing for Diabetes (HbA1c testing and glucose testing using test strips) and Asthma (Peak Flow Meter Assessments). This will overcome the barrier of patients' historical non-compliance with completing lab orders and any financial or transportation issues that arise in obtaining these important lab results. We leverage the expertise and experience of both the Diabetes Health and Wellness Institute (Baylor entity in South Dallas) and Baylor Clinics to provide staff education, develop competencies, and create protocols that result in a complete and robust program tailored for multiple community settings. The Diabetes Health and Wellness Institute would house this staff and appropriately triage and manage providers to see patients at Baylor Clinics based on volume and demand parameters. Baylor Clinics have had previous success in managing patients with chronic disease through the creation and development of a community health worker model (CHW). These successes and competencies are leveraged to create programs around CVD and Respiratory illnesses.

Persons Served: 291

Needs Addressed Under This Program:

- Access to Care for Low Income/Underserved
- Health Infrastructure
- Multiple Chronic Conditions
- Preventive Health Screenings

Program: **Community Benefit Operations**

Description: Community benefit operations includes costs associated with assigned staff and community health needs and/or assets assessment, as well as other costs associated with community benefit strategy and operations. Staff costs for managing or overseeing community benefit program activities that are not included in other categories of community benefit, and staff costs for internal tracking and reporting community benefit are reported here.

- Costs associated with community benefit evaluation.
- Cost of fundraising for hospital sponsored and community sponsored community health improvement programs, including grant writing.
- Grant writing and other fundraising costs related to equipment used for Hospital sponsored community benefit services and activities.
- Costs associated with developing a community benefit plan, conducting community forums, and reporting community benefit.
- Overhead and office expenses associated with community benefit operations.

Persons Served: 21,721

Needs Addressed Under This Program:

- Multiple Chronic Conditions
- Preventive Health Screenings

**Program: Community Health Education—Aramark/Nutrition, Cancer, Cerebrovascular, Heart Disease, Joint Pain, School Based, and Other**

Description: These events provide education and outreach through support groups that teach residents in the Hospital’s area about living with chronic diseases and issues related to care givers of those living with serious life altering injury or chronic diseases to aid in maintaining a healthy lifestyle. These programs improve the quality of life for those living with or providing care for those living with chronic illnesses and conditions, and those for whom depression alters their ability to function optimally.

Persons Served: 2,888

Needs Addressed Under This Program:

- Multiple Chronic Conditions

**Program: Community Support Groups – Mission and Ministry Support Groups/Services**

Description: Baylor Scott & White Medical Center - Irving offers free support groups for individuals living with certain medical conditions and their caregivers. The cost of community support groups includes rental and facilitator fees. Community support groups offered at Baylor Irving includes Better Breathers Club, diabetes, and stroke support groups. Through the chaplaincy, support programs such as advanced care planning, pastoral care classes and community remembrance services for neonatal loss are also provided.

Persons Served: 229

Needs Addressed Under This Program:

- Behavioral Health

**Program: Donations—Financial**

Description: Baylor Scott & White Medical Center - Irving provides financial support to non-profit organizations that serve residents in the hospital's primary and secondary service area. The hospital supports organizations that address chronic health conditions, support education, and serve the poor and underserved.

Partnerships Receiving Donations:

- American Cancer Society: The American Cancer Society is the nationwide, community-based, voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives, and diminishing suffering from cancer, through research, education, advocacy, and service.
- American Heart Association: The American Heart Association is the nation’s oldest, largest voluntary organization devoted to fighting cardiovascular diseases and stroke.
- Coppell Community Development Foundation: The Coppell Community Development Foundation (CCDF) is a 501c(3) that helps provide assistance for business, philanthropic, and education programs in Coppell.

- Coppel High School Project Graduation: The goal of Project Graduation is to provide a safe, drug-free, alcohol-free and smoke-free event for students following the high school's annual graduation ceremony.
- Grand Prairie Education Foundation: The Mission of the GPISD Education Foundation is to promotion educational excellence and to inspire community ownership, commitment, confidence, and pride in the GPISD.
- Irving Cares: Founded by a group of concerned citizens in 1957, Irving Cares is committed to providing essential services to Irving, Texas residents in need. Irving Cares strives to meet those needs with caring volunteers and staff that guide their clients through their crises. They offer proven programs that are efficient, effective, and measured for productivity.
- Irving Family Advocacy Center: The purpose of the Irving Family Advocacy Center is to respond to the needs of families and victims of crime in our community. Under the direction of the Irving Police Department, the FAC brings together a wide variety of resources focused on providing assistance and services to the residents of Irving.
- Irving Schools Foundation: The Irving Schools Foundation, Inc. is a nonprofit corporation that seeks to maximize educational opportunities for teachers and students by funding projects and activities that are not within the budgetary guidelines of the Irving Independent School District and for which tax dollars may not be expended.
- Lake Joe Pool: The Grand Prairie Metro Rotary hosts the annual Lake Joe Pool Pumpkin Run reaches out to youth and families. The purpose of the event is to raise funds for local Alzheimer's research and other local and international charities.
- Salesmanship Club of Dallas: Founded in 1920, the Salesmanship Club of Dallas is a service organization of more than 600 business and community leaders committed to transforming kids' lives. For more than 90 years, the Club has powered the education and mental health programs of the Momentous Institute, which works to build and repair social emotional health for kids and families. The Salesmanship Club of Dallas is the host organization of the AT&T Byron Nelson, which benefits the Momentous Institute.

Needs Addressed Under This Program:

- Behavioral Health
- Multiple Chronic Conditions

Program: **Donations—In-Kind**

Description: Baylor Irving supports area organizations through the donation of equipment, medical supplies and emergency medical care at community events. This provides a service to cities, municipalities, school districts and non-profit organizations that may otherwise not be provided.

Persons Served: 285

Needs Addressed Under This Program:

- Behavioral Health

Program: **Donations—In-Kind—Faith in Action Initiatives**

Description: The office of Faith in Action Initiatives 2nd Life program provides monetary and medical supplies and equipment reclamation from Baylor Scott and White Health System and community partners for the purpose of providing for the health care needs of populations both locally and internationally whose needs cannot be met through their own organization. 2nd Life provides recycled medical equipment to under-served health care organizations, and provides monetary supporting disaster situations in shipment of medical equipment in the U.S. and in third world countries.

Needs Addressed Under This Program:

- Access to Care For Low Income Populations
- Behavioral Health
- Emergency and Urgent Care
- Multiple Chronic Conditions

Program: **Faith Community Health**

Description: Faith Community Health is a branch of Faith In Action Initiatives in the Office of Mission and Ministries of Baylor Scott & White Health (BSWH). We strive to form relationships and collaborate with faith communities to improve the health of those people in their congregations and communities. Congregations and communities are supported by integrating faith and health through health educators, faith community nurses, home visits, and church volunteer members.

Needs Addressed Under This Program:

- Healthcare Infrastructure

Program: **For Women, For Life**

Description: Regular health exams and tests can help find problems before they start. They also can help find problems early, when the chances for treatment and cure are better. Through For Women For Life the Hospital provides health services, screenings, and treatments, assisting women in taking steps that help their chances for living a longer, healthier life. This annual event for women focusing on proactive health care including preventive health screenings, seminars and healthy lifestyle information.

Persons Served: 250

Needs Addressed Under This Program:

- Preventive Health Screenings
- Multiple Chronic Conditions

Program: **Health Care Support Services**

Description: Health care support services are provided by the Hospital to increase access and quality of care in health services to individuals, especially persons living in poverty and those in vulnerable situations. The Hospital provides staff to assist in the qualification of the medically under-served for programs that will enable their access to care, such as Medicaid,

Medicare, SCHIP and other government programs or charity care programs for use in any hospital within or outside the Hospital.

Needs Addressed Under This Program:

- Access to Care for Low Income Populations
- Multiple Chronic Conditions

Program: **Health Professions Education**

Description: Through the educational services department, Baylor Scott & White – Irving hosts and provides other professional education to High School students to encourage them to enter the medical field, thereby allaying the documented shortage of professional healthcare professionals.

Persons served: 227

Needs Addressed Under This Program:

- Access to Care for Low Income Populations
- Multiple Chronic Conditions

Program: **Health Screenings—Cancer**

Description: The Hospital participates in community health screenings to aid in reducing the number of undiagnosed cancer cases, as well as illness, disability, and death caused by cancer. Screening tests can help find cancer at an early stage, before symptoms appear. When abnormal tissue or cancer is found early, it may be easier to treat or cure. Events include the Women’s Health Day, Men’s Health Day, community and corporate sponsored health fairs, seminars and screenings held throughout the year.

Various health screenings include:

- Skin cancer
- Head & Neck

Persons served: 106

Needs Addressed Under This Program:

- Preventive Health Screenings
- Multiple Chronic Conditions

Program: **Health Screenings—Heart Disease**

Description: The Hospital provides blood pressure screenings to improve cardiovascular health and quality of life through prevention, detection and treatment of risk factors through focusing particularly on hypertension and cholesterol in men and women and minority groups at high risk for disease development. The key to preventing cardiovascular disease, also called coronary artery disease (CAD), is managing risk factors such as high blood pressure, high total cholesterol or high blood glucose. Regular cardiovascular screening is important because it helps detect risk factors in their earliest stages and

identify lifestyle changes and pharmacotherapies, if appropriate, before it ultimately leads to the development of cardiovascular disease.

Persons served: 1,389

Needs Addressed Under This Program:

- Preventive Health Screenings
- Multiple Chronic Conditions

Program: **Health Screenings—Pulmonary**

Description: Pulmonary screening events focus on the provision of educational materials and screenings that impact lifestyle habits and on risk factors. Events include the Women's Health Day, Men's Health Day, community and corporate sponsored health fairs, seminars and screenings held throughout the year. Various health screenings include pulmonary function testing.

Persons served: 35

Needs Addressed Under This Program:

Preventive Health Screenings

Program: **Health Screenings—Wellness**

Description: Wellness screening events focus on educational materials and screenings that will impact lifestyle habits and on risk factors. Events will include the Women's Health Day, Men's Health Day, community and corporate sponsored health fairs, seminars and screenings held throughout the year. Various health screenings include body fat analysis and body mass indexing.

Persons served: 702

Needs Addressed Under This Program:

- Preventive Health Screenings

Program: **It's A Guy Thing - Administrative**

Description: Regular health exams and tests can help find problems before they start. They also can help find problems early, when the chances for treatment and cure are better. Through For It's A Guy Thing, the Hospital provides health services, screenings, and treatments, assisting men in taking steps that help their chances for living a longer, healthier life. This annual event for men focusing on proactive health care including preventive health screenings, seminars and healthy lifestyle information.

Persons served: 76

Needs Addressed Under This Program:

- Preventive Health Screenings

Program: **Medical Education – Nursing Students**

Description: Baylor Irving provides clinical rotations for training students from the University of Texas at Arlington, El Centro College, Baylor School of Nursing, Brookhaven and Texas Women's University nursing programs and an internship for critical care and medical/surgical nurses.

Additionally, Baylor Irving participates in a system wide obstetrics internship program for graduate nurses and a career path for existing practicing nurses who wish to change specialties.

Persons served: 182

Needs Addressed Under This Program:



- Access to Care for Low Income/Underserved

Program: **Medical Education – Other Clinical Staff**

Description: Baylor Irving provides a clinical setting for student training and internships for dietary professionals, technicians, chaplaincy/pastoral care, physical therapists, social workers, pharmacists, and other health professionals. There is no work requirement tied to this training at the hospital.

Persons served: 13

Needs Addressed Under This Program:

- Access to Care for Low Income/Underserved

Program: **Medication Management**

Description: This project option combines project options 2.11.1- Implement interventions that put in place teams, technology and processes to avoid medication errors and 2.11.2- Evidence based interventions that put in place the teams, technology and processes to avoid medication errors. The project option we chose combines the components of both of these project options but focuses on medication management and compliance in the ambulatory setting within the patient's Baylor Clinic PCMH. . Based on current estimates by our providers, we anticipate that more than 50% of patients in the Baylor Clinic have five or more medications. Ensuring that these medications are 1) appropriate, 2) taken correctly, 3) managed and 4) accessible will be important to improve clinical outcomes. By combining two of the project options 2.11.1 and 2.11.2 to create an "other" option encompasses both a process for avoiding medication errors and evidence based interventions to avoid medication errors. We intend to utilize a clinical pharmacist who will review patient medications for those patients who have multiple prescriptions on a regular basis to ensure that medications are appropriate and to ensure the patient understands how and why they are taking the medications. Additionally, we plan to help patients obtain the medications they need through implementing a prescription assistance program to help patients who are eligible, qualify for medications and provide medications to those patients who cannot afford prescriptions. We will attempt to provide medications at little to no cost for patients who are 150% below the federal poverty level, have one or more chronic diseases and remain compliant with their appointments and care regimens. Through this benefit and clinical pharmacist oversight and management, we expect adherence and compliance to medications will increase. The additional advantage to embedding this team within the PCMH is that patients will receive comprehensive care management to address all of their needs in one care venue.

Persons served: 1,268

Needs Addressed Under This Program:

- Access to Care for Low Income/Underserved
- Multiple Chronic Conditions
- Patient Safety and Hospital Acquired Conditions

Program: **Palliative Care**

Description: Palliative care services provide relief of emotional pain that accompanies end-of-life care through services addressing cultural, spiritual, ethnic and social needs in a manner

respectful of the patient's individuality and inherent human dignity and worth. Patients and their families are assisted in coping with stages of illness and grief and planning for the future.

Needs Addressed Under This Program:

- Behavioral Health
- Multiple Chronic Conditions

Program: **Physician Recruitment**

Description: Recruitment of physicians and other health professionals for areas identified as medically underserved (MUAs) or other community needs assessment. The age and characteristics of a state's population has a direct impact on the health care system. The state's population is growing at an explosive pace, twice as fast as the national average. During this 10 year period, Texas had the fourth highest percentage growth and ranked first in the number of residents added during this period. And, like the rest of the country, the Texas population is aging and in need of more health care services, which puts added demands on the system. The Hospital seeks to allay the physician shortage, thereby better managing the growing health needs of the community.

Needs Addressed Under This Program:

- Access to Care for Low Income/Underserved

Program: **Primary Care Expansion**

Description: The Baylor Clinic at the Hospital expands the current capacity by opening patient panels to non-Baylor patients (including Medicaid and Uninsured) and fully utilizing the space and providers' capacity. Additional support staff will be hired to better coordinate patient care, ensure transition from the Hospital to a Baylor Clinic and help to facilitate the care of the complex under-served patients. The Baylor Clinic at the Hospital is already an NCQA recognized PCMH, thus the focus of this project would be to open the current panel to the under-served community and provide volume relief for other providers/ health systems in the area. We expect that approximately 90-95% of new patients will be Medicaid/Uninsured. Additionally, the clinic would provide these high quality primary care services to a greater number of people. Essentially, through expanding the capacity of the current clinic, adding additional support staff and services, a patient can receive comprehensive and complete services in one primary care location. In addition to receiving primary care, this project also proposes that ancillary services such as labs, imaging (i.e. CT scans, MRI, ultrasound, etc.) and diagnostics (i.e. colonoscopy, stress tests, etc.) would also be provided upon physician request. This project aims to close the loop of care and increase patient compliance by co-locating/coordinating many of the essential services that the under-served population often has issues accessing and completing.

Persons Served: 7,232

Needs Addressed Under This Program:

- Access to Care for Low Income/Underserved
- Behavioral Health
- Multiple Chronic Conditions
- Patient Safety and Hospital Acquired Conditions

Program: **Specialty Care**

**Description:** Patients (including Medicaid and Uninsured) who are seen at the Hospital's Baylor Clinic and have an established Primary Care Medical Home (PCMH) there, can receive the following specialty care services: certain outpatient procedures such as: office visits with specialists, wound care, and facility based procedures such as cardiac catheterizations, certain surgeries (i.e.: gall bladder/hernia), excision of masses (breast, lymphoma), and cataract removal. This project excludes transplants, oncology and perinatal services. The specialty care referral and coordination would come from the PCMH clinic per request by the patient's PCP. Baylor Clinic patients are typically 90-95% Uninsured/Medicaid. About 95% of the patients seen in the Specialty Care program are Uninsured/Medicaid patients. Much of the value comes from building relationships, contracts and a network with local specialty care providers that can be easily accessible to this population. For Baylor Medical Center at Irving, one of the goals we have included in the project is a contract with providers in the community to create this specialty care network for the under-served population. Another facet of the project includes trying to make the specialist part of the primary care team. Through utilizing electronic health records and specialty care referral coordinator, we will engage specialists that provide procedures to also participate in the screening and educational needs of these patients. This is why we included Category 3 outcomes around asthma improvement, cervical and colorectal cancer screening. We believe engaging specialists in these types of preventive services will help to integrate them into the primary care team. Sharing feedback through the electronic health record also will help to create a central repository of patient information and allow the care team to track and improve patient outcomes. Lastly, we expect value to come avoiding ED visits and more serious specialty care needs due to clinical exacerbations from not receiving timely and effective care.

Persons served: 866

Needs Addressed Under This Program:

- Access to Care for Low Income/Underserved
- Multiple Chronic Conditions
- Preventive Health Screenings

**Program: Transportation**

**Description:** The hospital provides a transportation program for patients and families to enhance patient access to care. This program serves senior citizens and is managed by the Volunteer Services department.

Persons served: 903

Needs Addressed Under This Program:

- Access to Care for Low Income/Underserved

**Program: Vulnerable Patient Network Home Visits**

**Description:** The Vulnerable Patient Network (VPN) program provides home visits to the highest risk (clinically, economically and socially) and vulnerable Medicaid and uninsured patients. Using a combination of the Hot Spotting model developed by Dr. Jeffery Brenner of the Camden Coalition of Healthcare Providers and a validated risk stratification tool, we will stratify and identify the top 5% of high risk patients in the Medicaid and Uninsured population.

Qualifiers for enrollment in this program include patient characteristics that include but are not limited to: homebound, disabled, multiple chronic diseases, polypharmacy or any other medical or social conditions limiting the patients' ability to access care in an ambulatory care setting. A multidisciplinary team comprised of an advanced nurse practitioner (APRN) and LVN to see patients in the home and provide acute, primary and chronic care. In addition, social workers

will be part of the team to address barriers to care and any social issues. Care Coordinators are part of this team to facilitate coordination and continuity of care for patients and have high level oversight for patients; bringing together the necessary components of care for these complex patients. Lastly, a Medical Director has management over the entire project. A full spectrum of services will be available in the patient home ranging from examinations and clinical decision making to changing urinary catheters, labs, vaccinations and medication reconciliation, management and education.

Persons served: 29

Needs Addressed Under This Program:

- Access to Care for Low Income/Underserved
- Multiple Chronic Conditions

VII. Charity Care and Government-Sponsored Indigent Health Care Provided

For Fiscal Year 2016, Baylor Scott & White Medical Center – Irving provided \$34,223,456 in unreimbursed costs of charity care and government-sponsored indigent health care.

VIII. Government-Sponsored Health Care Provided

For Fiscal Year 2016, Baylor Scott & White Medical Center – Irving provided \$20,262,488 in unreimbursed costs of government-sponsored health care.

IX. Other Types of Community Benefits Provided (total of A-H) \$1,115,405

Baylor Scott & White Medical Center – Irving is committed to improving the quality of life for the many citizens living and working in its area. Baylor Scott & White Medical Center – Irving was pleased to allocate funds to the following community benefit activities.

A. Community Health and Wellness Improvement Services	\$43,390
B. Community Benefit Operations	\$166,891
C. Financial Donations	\$39,823
D. In Kind Donations	\$10,738
E. Health Care Support Services	\$131,164
F. Health Screenings	\$11,790
G. Medical Education	\$514,633
H. Workforce Development	\$105,657
I. Subsidized Health Services	\$91,319

- X. **Total Operating Expenses and Calculation of the Ratio of Cost to Charge**  
As required by Section 311.046 (a) (4), Baylor Scott & White Medical Center – Irving reports \$214,635,560 in total operating expenses. As required by Section 311.046(1) (5), the ratio of cost to charges was 26.42%. Please see the attached worksheet for the full calculation.
- XI. **Report of Community Benefit Provided During Fiscal Year 2016**  
In a commitment to fulfill its mission, Baylor Scott & White Medical Center – Irving benefit to the community, conservatively estimated, was \$55,601,350 for Fiscal Year 2016. Baylor Scott & White Medical Center – Irving is filing its Annual Statement of Community Benefits Standard (Statement) as a consolidated system with the other affiliated hospitals of BSWH excluding those that qualify as Medicaid disproportionate share hospitals).

Through community benefit activities, BSWH-affiliated hospitals provided: quality patient care and subsidized services otherwise not available in the community; medical education, training for medical technicians, hospital chaplains, nurses, and future physicians; and medical research that will speed the time between scientific finding and its application to improving medical care.

Any comments or suggestions in regard to the community benefit activities are greatly welcomed and may be addressed to Jennifer Coleman, Senior Vice President, Consumer Affairs, Baylor Scott and White Health, 3600 Gaston Avenue, Suite 150, Dallas, Texas 75246.

**Baylor Medical Center at Irving**

**Total Operating Expenses  
Section 311.046(a)(4)**

For the Fiscal Year Ended June 30, 2015 214,635,560

**Calculation of the Ratio of Cost to Charge  
Section 311.046(a)(5)**

Total Patient Revenues (from 2015 Medicare Cost Report, Worksheet G-3, Line 1)	(a)	709,658,936
Total Operating Expenses (from 2015 Medicare Cost Report, Worksheet A, Line 118, Col. 7)	(b)	177,436,374
Initial Ratio of Cost to Charge ((b) divided by (a))	(c)	25.00%
Application of Initial Ratio of Cost to Charge to Bad-Debt Expense		
Bad Debt Expense (from 2016 audited financial statements)	(d)	40,206,217
Multiply "Bad Debt Expense" by "Initial Ratio of Cost to Charge" ((d)*(c))	(e)	10,051,554
Add the allowable "Bad-Debt Expense" to "Total Operating Expenses" ((b) + (e))	(f)	187,487,928
Calculation of Ratio of Cost to Charge ((f) divided by (a))	(g)	26.42%