Baylor Scott & White Health
Baylor Medical Center at Waxahachie
Annual Report of Community Benefits
1405 W. Jefferson
Waxahachie, TX  75165
Taxpayer ID # 75-1844139
For the Fiscal Year Ended June 30, 2014

Baylor Medical Center at Waxahachie
Letter from the President

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June 30, 2014

Dear Fellow Texan,

Baylor Medical Center at Waxahachie (Baylor Waxahachie) is committed to fulfilling its mission to operate within an integrated health care system which exists to serve people as an extension of its Christian ministry of healing by offering a continuum of quality services with a commitment to patient care and community service.

Ellis County is one of the fastest growing areas in North Central Texas. This year, we celebrate the 100 Year Anniversary of Healthcare in Ellis County. Keeping its commitment to meet the health needs of a growing community, Baylor Scott & White Health has committed to building a $175.5 million new facility that will be ready this December. The new campus will also be the home to Baylor Scott & White Charles A. Sammons Cancer Center at Waxahachie, along with expanded facilities to increase services for women, including Obstetrics. The new facility will also provide additional inpatient beds, operating rooms, and emergency and intensive care unit (ICU) rooms. In January, 2015, a 75,000-square-foot medical office building housing physicians and health care related programs will open and plans for a second medical office building are already underway.

Baylor Waxahachie is committed to promoting an environment of wellness in the community and to coaching residents to intentionally adopt healthier lifestyles to reduce the number of deaths associated with chronic disease. In addition, the hospital has committed significant funding to operate a community health clinic for the medically underserved population. The provision of quality patient care at Baylor Waxahachie often includes subsidized services that would otherwise not be available to the community. Within this report you will find a quantification of community benefit services provided to Waxahachie and the surrounding areas for the Fiscal Year ended June 30, 2014.

Our hospital vision states: “As a partner with the community, Baylor Waxahachie provides responsible leadership to improve the health status and quality of life for all citizens.” We have committed our resources, including personnel and money to accomplish this vision.

I encourage you to give me feedback for this report. Please address comments to me, in care of Jennifer Coleman, Senior Vice President, Public Affairs, Baylor Health Care System, and 3500 Gaston Avenue, Suite 150, Dallas, Texas 75246.

Sincerely,

Chris York
President
Baylor Medical Center at Waxahachie
Community Benefit Report: FY 2014
I. Effective Dates of the Report
The annual report of community benefits provided is for the fiscal year ended June 30, 2014 (Fiscal Year 2014).

II. Baylor Medical Center at Waxahachie (Hospital), an affiliate of Baylor Health Care System (BHCS), has come to be the trusted health care provider for all of Ellis County, including Midlothian, Red Oak and surrounding communities. Opening in 1914, the Hospital has served the community for nearly 100 years.

Ellis County is one of the fastest growing areas in North Central Texas. Keeping its commitment to meet the health needs of a growing community, the Hospital recently purchased 52 acres at the northeast corner of the intersection of I-35 and Hwy 287 for future expansion. Providing more than thirty services and specialties, the planned growth will bring new and expanded services to Waxahachie and the surrounding communities. The Hospital plans a $175.5 million campus on the site. The new campus will also be the home to Baylor Charles A. Sammons Cancer Center at Waxahachie, along with expanded facilities to increase services for women. The new facility also will provide additional inpatient beds, operating rooms, and emergency and intensive care unit (ICU). The first phase of the project, a 75,000-square-foot medical office building housing physicians and health care related programs, is slated to open in the Fall of 2014. The larger campus project is expected to open in November 2014—the Hospital’s 100th anniversary.

The Hospital is the 2012 recipient of the Texas Award for Performance Excellence (TAPE), given by the Quality Texas Foundation. Patterned after the Malcolm Baldrige National Quality Award criteria and process, the TAPE is an annual recognition of Texas organizations that have achieved performance excellence and applied outstanding quality principles in their day-to-day operations. Texas organizations who serve as role models for quality, customer satisfaction and performance excellence receive this prestigious award.

The Hospital was ranked among the 100 top U.S. hospitals by Thomson Reuters based on their overall organizational performance. The study evaluates performance in 10 areas: mortality, medical complications, patient safety, average patient stay, expenses, profitability, patient satisfaction, adherence to clinical standards of care, post-discharge mortality, and readmission rates for acute myocardial infarction (heart attack), heart
failure and pneumonia. This was the second consecutive year the Hospital received this ranking.

The Hospital works to improve the health of the communities it serves through expansion in medical technology and equipment such as the implementation of electronic medical recording, a telemedicine robot to provide specialty physician consults, a patient lift system, the Pneumatic Tube Transfer System, digital mammography at two breast imaging locations, a web based imaging system that give instant-access to X-rays and other digital radiology images, a CT/Nuclear Medicine hybrid scanning technology (the fourth of its kind in the United States) and an upgraded Emergency Department including a nine bed expansion.

The Hospital uses its revenue after expenses to improve the health of Waxahachie and surrounding communities through patient care, education, and community service. In the fiscal year ending June 30, 2014, the Hospital had 3,014 total adult and special care nursery admits resulting in a total of 10,765 days of care, and there were 40,193 emergency department visits. The Hospital also participates in local civic organizations and each year its employees are part of the annual United Way Fund Raising campaign.

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/FinancialAssistance.

In addition to the Hospital’s Financial Assistance Policy, as part of a large faith based integrated health care delivery system (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 BHCS relationships with fifteen North Texas schools of nursing, the Hospital maintains strong affiliations with schools of nursing. In the fiscal year ending June 30, 2014, the Hospital invested in training 275 nurses. Total unreimbursed cost of these programs was $1,040,798. Nursing graduates trained at a BHCS 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. An affiliate of Baylor Health Care System, Baylor Waxahachie is a not-for-profit, 69-bed hospital dedicated to providing technologically advanced medical care close to home for residents of Ellis County and other areas south of Dallas. As Ellis County and surrounding areas grow, Baylor Waxahachie continues to grow as well with the addition of new service lines, facilities and an expanded medical staff. Baylor Waxahachie continues to recruit physicians to its medical staff who were trained in some of the nation’s most prestigious medical programs. Currently, the hospital has more than 250 physicians on the medical staff practicing across more than 30 medical specialties.

IV. 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 Ellis County, the Hospital serves the Central Region of the System, and its total service area (TSA) includes Zip codes from Ellis County.

BHCS and its affiliated hospitals serve a 12 county area known as the Dallas/Fort Worth Metroplex in three divisions - the Eastern Region, the Central Region and the Western Region. The health care services of BHCS are provided through a network of more than 300 access points. Included in those access points are 30 owned/operated/ventured/affiliated hospitals, joint ventured ambulatory surgical centers, satellite outpatient locations, senior centers and more than 180 Health Texas Provider Network physician clinics. BHCS uses the health care industry standard “80 percent” rule to define each hospital service areas.
Located in Ellis County, The Hospital serves the Western Region of the System and its total service area includes ZIP codes from Ellis County. The service area comprises:

- A suburban geographic area
- Service Area Population: 162,332
- Service Area Ethnicity: White Non-Hispanic = 61.4 percent; Black Non-Hispanic = 11.7 percent; Hispanic = 24.3 percent; Asian and Pacific Islanders Non-Hispanic = 0.7 percent; All Others = 1.9 percent
- Service Area Payer Mix: Managed Care = 40.0 percent; Medicaid = 11.9 percent; Medicare = 39.4 percent; Self Pay/Charity = 8.1 percent; Other = 0.6 percent
- Service Area Household Average Income = $69,386
- Service Area living below the Federal Poverty Level (FPL): 9.3 percent (compared to 10.5 percent living below the FPL in the Dallas/Fort Worth Metroplex, and 10.2 percent living below the FPL in the United States)
- Number of other hospitals serving the community: 1 hospital other than Baylor Waxahachie
- Medically Underserved: The vast majority of Ellis County is designated as underserved by the Texas Department of State Health Services. The Midlothian community is the one populated area not designated as such
- Service Area Education: Less than High School = 7.3 percent; Some High School = 10.8 percent; High School Diploma = 30.7 percent; Some College/Associates Degree = 32.7 percent; Bachelor’s Degree or Greater = 18.4 percent
- Service Area male population = 81,143; Service Area female population = 81,189 Service Area Age: 0-14 = 24.3 percent; 15-17 = 4.9 percent; 18-24 = 9.4 percent; 25-34 = 12.5 percent; 35-54 = 28.2 percent; 55-64 = 10.7 percent; 65+ = 10.0 percent
V. Identified Community Health Needs - Analysis of the Region 10 RHP report, the Region 9 RHP report, and the Consumer Health Report revealed the following community health needs in the Baylor Waxahachie community.

- Multiple Chronic Conditions
- Access to Care for Low Income Population
- Preventive Health Screening
- Capacity—Primary and Specialty Care
- Primary Care
- Specialty Care, particularly for patients lacking coverage
- Behavioral Health—Adult, Pediatric and Jail Populations
- Behavioral and mental health services
- Chronic Disease—Adult and Pediatric
- Emergency Department (ED) Usage and Readmissions
- Emergency and Urgent Care Services
- Osteoporosis
- Smoking Cessation
- High Blood Pressure
- Obesity
- Patient Safety and Hospital-acquired Conditions
- Care Coordination and Care Transitions
- Pediatric Services and Prenatal Care
- Dental Care
VI. Programs Addressing Identified Community Health Needs

Program Title: Childhood Immunization Program
Description: Immunization may now be undervalued because vaccines have largely eliminated the threat of serious infectious diseases in childhood. As the incidence of vaccine-preventable diseases has declined, concern about vaccine safety has increased. Significant erosion of public confidence in vaccine safety could lead to reduced immunization rates and a resurgence of vaccine-preventable diseases. The Hospital provides supplies, publicity and staff to support a free immunizations clinic for Ellis County and the surrounding communities.
Persons Served: 3,418
Needs Addressed Under This Program:
- Access to care for Low Income/Underserved
- Multiple Chronic Conditions

Program Title: Community Benefit Operations
Description: The Hospital is represented through the Dallas/Fort Worth Hospital Council which produces an annual Community Needs Assessment. The Hospital also provides dedicated staff for managing or overseeing community benefit program activities that are not included in other categories of community benefit. This staff provides internal tracking and reporting community benefit, as well as managing or overseeing community benefit program activities.
Persons Served: 19,613
Needs Addressed Under This Program:
- Multiple Chronic Conditions
- Preventive Health Screenings

Program: Community Partnership – Clergy
Description: The Chaplain at the Hospital serves on the Ministerial Alliance and provides education to community clergy on fulfilling the spiritual needs of hospitalized congregants. Chaplains serve in a wide variety of ways. They may be called upon to assist in death notifications, assist and support victims in times of crisis, respond to suicide incidents, and serve as part of a crisis response team. They visit sick or injured, are a resource for counseling for patients and their families, and serve as a liaison with other clergy in the community. They are called upon to deliver the invocation or benediction at public ceremonies as representatives of the Hospital.
Persons Served: 18
Needs Addressed Under this Program:
- Behavioral Health

Program Title: Donations - Financial
Description: The Hospital provides funds in the community at large whose mission compliments the mission of the Hospital. These funds include gifts to other not for profit organizations, contributions to charity events after subtracting the fair market
value of participation by employees or the organization and help to extend the services of the hospital beyond its walls.

Needs Addressed Under this Program:

- Behavioral Health
- Multiple Chronic Conditions

Program Title: 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 Health Care 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.
Persons Served: 15,300
Needs Addressed Under This Program:

- Access to care for Low Income/Underserved
- Behavioral Health
- Emergency and Urgent Care
- Multiple Chronic Conditions

Program Title: 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 focuses on proactive health care and includes preventive health screenings, seminars and healthy lifestyle information.
Persons Served: 100
Needs Addressed Under This Program:

- Multiple Chronic Conditions
- Preventive Health Screenings

Program Title: 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/Underserved
- Emergency and Urgent Care
- Multiple Chronic Conditions

Program Title: Health Fairs
Description: The Hospital provides health Fairs for the general public in the primary health concern areas of cardiovascular disease, cancer, diabetes, injury prevention pulmonary disease, stroke as well as wellness and well-being. Community health education activities are carried out at the Hospital and in the community to improve community health and extend beyond patient care activities.

Needs Addressed Under This Program:
- Multiple Chronic Conditions

Program Title: Medical Education – Nursing
Description: The Hospital is 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 many North Texas schools of nursing, the Hospital maintains strong affiliations with schools of nursing. Like physicians, nursing graduates trained at the Hospital 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.

Persons Served: 275

Needs Addressed Under This Program:
- Access to care for Low Income/Underserved

Medical Education – Respiratory
Description: The Hospital provides medical education to students other than nursing education and residency program students to assist in attaining medical degrees, certifications or licenses. These education programs include students of ancillary service lines such as Echo techs and radiology students. These students require 100% of a supervisor’s time.

Persons Served: 8

Needs Addressed Under This Program:
- Access to Care for Low Income/Under-served

Program Title: Mission & Ministry Support Services/Groups
Description: Groups for patients, their families and significant others are held to support those who may have difficulty managing disease or the emotional difficulties that may arise in dealing with diagnosis and treatment. This group setting includes events such as seminars and medical presentations, with the purpose of educating the participants and their loved ones about coping with disease management, symptoms.

Persons Served: 207

Needs Addressed Under This Program:
- Behavioral Health

Program Title: News Media Generated Community Health Education
Description: The Public Relations Team uses news media and social media efforts to equip the community with the latest health and wellness information as well as information on when and how to connect with health care professionals, hospitals, and other health care institutions. The scope of the efforts includes but is not limited to:
• Public health
• Disease-specific or injury-specific information
• Identifying community resources for meeting health needs
• The development of tools and resources needed to get credible information to patients
This is accomplished through:
• Publishing educational and diagnostic opportunities
• Providing timely, relevant health content on social media sites
• Hosting electronic education events
• Maintaining health education blogs
• Promoting the System health library
• Monitoring and engaging government agencies and industry associations relative to connecting providers and patients
• Promoting the tools and resources needed to improve the quality, cost-effectiveness, efficiency, patient-centeredness, safety and access to health care.

Needs Addressed Under This Program:
• Multiple Chronic Conditions

Program Title: Physician Recruitment
Description: The recruitment of physicians and other health professionals for areas identified as medically under-served (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 Title: Screenings – Cardiovascular
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.

Number Served: 85

Needs Addressed Under This Program:
• Multiple Chronic Conditions
- Preventive Health Screenings

Program Title: Screenings - Diabetes
Description: Baylor has determined that diabetes is the number six cause of death in America. The American Diabetes Association (ADA) recommends that adults age 45 and older get screened for type 2 diabetes every three years by their health care provider. It is estimated that one-third of people with diabetes are unaware of their condition and there can be virtually no symptoms. Individuals could have diabetes and not know it. If an individual has diabetes, screening for early diagnosis is essential for decreasing the risk of developing diabetes complications, treating it appropriately, and helping [the person] stay healthy. Most diabetes screening recommendations focus on type 2 diabetes, since symptoms of type 1 diabetes often develop suddenly and the disease is usually diagnosed soon after symptoms appear. People with type 2 diabetes can go undiagnosed for three to four years or more making screening an important tool for identifying those at risk for developing the disease.
Persons Served: 105
Need Addressed Under This Program:
- Multiple Chronic Condition
- Preventive Health Screenings

Program Title: Screenings – Wellness
Description: The concept of ‘managing your health’ or ‘staying healthy’ often translates to eating healthy and regular exercise, while going to the doctor associated with being sick. In an effort to inform the community on maintaining optimal health the Hospital provides health screenings that provide goals for such things as a BMI, appropriate weight and waist measures, blood pressure, and glucose levels.
Number Served: 86
Needs Addressed Under This Program:
- Multiple Chronic Conditions
- Preventive Health Screenings

VIII. Charity Care and Government-Sponsored Indigent Health Care Provided
For Fiscal Year 2014, Baylor Medical Center at Waxahachie provided $8,147,981 in unreimbursed costs of charity care and government-sponsored indigent health care.

IX. Government-Sponsored Health Care Provided
For Fiscal Year 2014, Baylor Medical Center at Waxahachie provided $5,556,883 in unreimbursed costs of government-sponsored health care.

X. Other Types of Community Benefits Provided $1,567,074.00

Baylor Medical Center at Waxahachie is committed to improving the quality of life for the many citizens living and working in its area. Baylor Medical Center at Waxahachie was pleased to allocate funds to the following community benefit activities.
A. Community Health and Wellness Improvement Services $50,045
B. Health Screenings $39,148
C. Community Benefit Operations $39,901
D. Financial Donations $83,500
E. In Kind Donations $6,035
F. Health Care Support Services $21,602
G. Physician Recruitment $286,045
H. Medical Education $1,040,798

XI. Total Operating Expenses and Calculation of the Ratio of Cost to Charge
As required by Section 311.046 (a) (4), Baylor Medical Center at Waxahachie reports $60,591,437 in total operating expenses. As required by Section 311.046(1) (5), the ratio of cost to charges was 26.53%. Please see the attached worksheet for the full calculation.

XII. Report of Community Benefit Provided During Fiscal Year 2014
In a commitment to fulfill its mission, Baylor Medical Center at Waxahachie benefit to the community, conservatively estimated, was $15,271,938 for Fiscal Year 2014. Baylor Medical Center at Waxahachie is filing its Annual Statement of Community Benefits Standard (Statement) as a consolidated system with the other affiliated hospitals of BSW excluding those that qualify as Medicaid disproportionate share hospitals).

Through community benefit activities, BSW-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.