

## 2023 Progress Report

2023-2025 Community Implementation Plan Approved by Board of Directors April 2023

### Purpose

The 2023 Implementation Plan summarizes the prioritized health needs reflected in the five Community Health Needs Assessments concerning Central Texas, outlines high-level strategies for the Foundation, and provides a framework to track yearly progress towards goals. The Community Health Needs Assessment and Implementation Plan are required for tax purposes for all non-profit hospitals and, as part of the requirement, both are made widely available to the public. Current and previous reports and plans can be found on the Foundation's website [here](#).

Beyond satisfying compliance requirements, St. David's Foundation also views the Community Health Needs Assessment and the associated Implementation Plan as an opportunity to co-create strategies with the communities we serve. Among other internal uses, this Implementation Plan will primarily be utilized to inform and influence the broader organizational Strategic Plan currently being developed.

### Summary of Implementation Strategy and Approaches

#### Strategy 1. Remove barriers to better living today

Related Barriers: Cost of care, lack of insurance, provider availability (primary care, dental, behavioral health, and specialty care), transportation, lack of trust between healthcare system and historically marginalized populations

Approaches:

1. Operate a mobile dental program that delivers free dental care to low-income children who lack access to quality, affordable oral healthcare.
2. Invest in accessible, effective, and culturally competent care across the lifespan and across urban and rural communities.

#### Strategy 2. Address conditions to support health and wellbeing (non-medical drivers of health)

Related Barriers: Lack of affordable housing, low paying jobs, food insecurity, transportation, barriers to leadership or decision-making roles within the community, ineffective community spaces

Approaches:

1. Operate a scholarship program that supports Central Texas students in completing higher education degrees in healthcare professions.
2. Support initiatives that address non-medical drivers that are barriers to health and wellbeing.
3. Support the capacity of community-based organizations to serve as effective hubs for health.

#### Strategy 3. Change systems to improve outcomes for a healthier community tomorrow

Related Barriers: Historical and current policies and practices that either advertently or inadvertently make it harder for certain populations to access and benefit from community resources

Approaches:

1. Establish strategy to address structural issues in Central Texas.
2. Generate and disseminate knowledge, catalyze collaborations, and shift narratives on what drives health inequities.

## Centering Health Equity in our Work

In addition to the above high-level themes, several **priority populations** were identified. The Community Health Needs Assessments uncovered stark health disparities by gender, race/ethnicity, and geography. Shifting our mindset to equity requires centering the people and communities whose lives we seek to impact in our goals, including **women and girls, people of color, and rural residents**. Our strategies also seek to influence lifelong and generational impact. To do so, we focus on periods of vulnerability and opportunity across the lifespan – from **children to older adults**. We also recognize the potential for **clinics** to serve as community hubs for health across all of our strategies. We acknowledge that meeting people in the trusted spaces where they gather, including **schools, libraries, and community centers**, is a key element of health equity.

Eliminating health disparities cannot be accomplished without seriously addressing the underlying non-medical drivers of health, many of which are shaped and perpetuated by bias, injustice, and inequality. Interventions targeting systemically caused differences in health status hold the greatest promise for promoting and achieving health equity.

## About St. David's Foundation

St. David's Foundation strives to be a community-focused and equity-driven organization supporting health and wellness in five Central Texas counties – Bastrop, Caldwell, Hays, Travis, and Williamson. Since the Foundation's inception in 1996, we have invested more than \$800 million throughout our five-county region through grantmaking, charity dental care, and scholarships. Many of our peer funders have also contributed substantial funds to address the ongoing and growing needs in our community. And yet, community health indicators have stagnated or in some cases worsened.

The pandemic catalyzed our thinking about how St. David's Foundation serves our Central Texas community in a time of enormous need. We looked inside our own organization and examined our ways of working — as a result, we made and continue to make significant changes to ensure that our actions reflect our commitment to advancing health equity.

## Goals and Progress Indicators – 2023 Progress Update

Remove barriers to better living today	2023 Measurement
Approach 1: Operate a mobile dental program that delivers free dental care to low-income children who lack access to quality, affordable oral healthcare.	
1. Explore shifting program model to increase reach to outlying communities in rural counties.	<p><b>Patients Served and Demographics:</b></p> <ul style="list-style-type: none"> <li>• 43% of patients served were low-income, indicated by their self-reported eligibility for the Federal Free Lunch program</li> <li>• 23% of patients served did not have health insurance</li> <li>• 88% of patients served self-identified as People of Color</li> <li>• 3% of patients served live in rural areas, as designated by the Federal Office of Rural Health Policy</li> </ul>
<p>2. Develop strategies to actively connect patients to long term dental homes and their families with resources to improve overall well-being and resilience.</p> <p><b>Narrative Description of Progress:</b> The dental program started conversations with Community Health Centers of South-Central Texas, a Foundation's grantee, to discuss a pilot program consisting of connecting Bastrop patients with no dental home to their dental clinic.</p>	
Approach 2: Invest in accessible, effective, and culturally competent care across the lifespan and across urban and rural communities.	
1. Fund clinics and other healthcare providers, including FQHCs, to provide free and low-cost care to the uninsured.	<p><b>Grants Awarded:</b></p> <ul style="list-style-type: none"> <li>• \$37.6 million awarded for 35 grants to Central Texas nonprofit clinics and other healthcare providers</li> </ul>
<p>2. Support initiatives that increase access to care, such as outreach and awareness campaigns for insurance enrollment.</p> <p><b>Narrative Description of Progress:</b> The Foundation has partnered with organizations that serve as trusted messengers and guides for community members navigating the enrollment process. This became especially important in 2023 as the COVID-era rules that kept Medicaid enrollees covered ended, and millions of Central Texas were disenrolled and left without insurance, many of whom were children and older adults. In 2023, the Foundation leveraged grant funding and our communications network to promote the ACA Open Enrollment period and spotlight the Medicaid disenrollment crisis. Specifically, the Foundation supported Every Texan's 2023 Texas State of Enrollment Conference, which is focused on sharing best practices for improving the effectiveness of Texas' enrollment networks.</p>	

Address conditions to support health and wellbeing (non-medical drivers of health)	2023 Measurement
Approach 1: Operate a scholarship program that supports Central Texas students in completing higher education degrees in healthcare professions.	
<ol style="list-style-type: none"> <li>Expand outreach efforts to increase racial, ethnic, and geographical diversity of scholarship recipients.</li> </ol>	<p><b>Scholarships Provided and Demographics:</b></p> <ul style="list-style-type: none"> <li>A total of \$2.16+ million was awarded to 277 scholars during the 2023 calendar year</li> <li>4% of active scholars are from zip codes designated as rural by the Federal Office for Rural Health Policy</li> <li>31% of active scholars are first-generation college attendees</li> <li>66% of active scholars self-identified as People of Color</li> </ul>
<ol style="list-style-type: none"> <li>Align internally operated scholarship program with additional grant funded scholarship programs for health professions to increase the impact on Central Texas.</li> </ol> <p><b>Narrative Description of Progress:</b>  In 2023, the Foundation Community Investments and Community Programs teams came together to begin to outline a unified approach to support the Central Texas healthcare workforce through the St. David's Neal Kocurek Scholarships Program, other grant-funded scholarships, and training programs. These efforts have the dual purpose of building the workforce pipeline to meet the growing demand for healthcare in our region while supporting individuals' economic mobility in the workforce. Throughout 2024, this work will continue as the Foundation engages with grant partners and community members on the operational outcomes and optimal solutions for our area's increasing healthcare workforce needs.</p>	
Approach 2: Support initiatives that address non-medical drivers that are barriers to health and wellbeing.	
<ol style="list-style-type: none"> <li>Provide grants to organizations to maintain services that address barriers for children, women, older adults, and people of color.</li> </ol>	<p><b>Grants Awarded:</b></p> <ul style="list-style-type: none"> <li>\$23.74+ million awarded across 35 grants focused on supporting the non-medical needs of the community</li> </ul>
Approach 3: Support the capacity of community-based organizations to serve as effective hubs for health.	
<ol style="list-style-type: none"> <li>Shift grantmaking practices towards general operating support and multiyear terms.</li> </ol> <p><b>Narrative Description of Progress:</b>  A majority, 68%, of the 2023 grantmaking budget was distributed through a streamlined application process for eligible current grantees meeting performance measures. For those requests, the Foundation piloted a streamlined renewal application process, extended funding to 18 months, and included a cost-of-living increase. This approach is designed to allow the Foundation's grantmaking under the 2024-2030 strategic plan to be multiyear, general operating support.</p>	

**Approach 3: Support the capacity of community-based organizations to serve as effective hubs for health.**

2. Support efforts to develop and strengthen community linkages outside of clinic settings to improve community health and well-being.

**Narrative Description of Progress:**

In 2023, our four Federally Qualified Health Centers (FQHCs) partners were funded to expand projects that screen for non-medical needs and refer patients to appropriate social service providers.

All four FQHC partner clinics chose to pilot or expand programs related to food insecurity. As a result, over 644 families received nutritional assistance through FQHC referral programs. In 2024 and beyond, the clinics will continue using patient screening tools and referrals to community programs to meet their patients' nonmedical needs.

3. Fund projects that build on community assets.

**Grants Awarded:**

- \$4.58 million awarded across six capital projects to build community assets

4. Fund capacity-building and field-building.

**Grants Awarded:**

- \$1.28 million awarded to seven Capacity Builders, organizations that support other non-profits and focus on improving the social sector field.

**Change systems to improve outcomes for a healthier community tomorrow**

**2023 Measurement**

**Approach 1: Establish strategy to address structural issues in Central Texas.**

1. Ensure community voice informs planning and practice.

**Convenings Held:**

- To ensure that community voice informs our practices, the Foundation hosted six convenings with over 200 community members and 120 nonprofit partners around our new Strategic Plan and the community strengths and challenges

2. Adopt upstream strategy for foundation that employs a wider variety of tools to create meaningful change.

**Narrative Description of Progress**

To ensure that community voice informs our strategic plan, the Foundation hosted six convenings with over 200 community members and 120 nonprofit partners to explore the Foundation's potential role in systems changes and to learn more about community strengths and challenges. Key roles the community would like the Foundation to play beyond funding include convener and co-creator for systems change, thought leader, capacity builder, and equity-focused leader in philanthropic practices.

This feedback was incorporated and informed the Board's approval of the 2024-2030 Strategic Plan, which includes community-driven change as one of the three community-facing goals.

## Approach 2: Generate and disseminate knowledge, catalyze collaborations, and shift narratives on what drives health equity.

1. Lead research and strategic communication efforts focused on highlighting inequities and sparking community conversations.

Projects Completed: Research funded and published by the Foundation in 2023 include:

- A study on the Economic Impacts of Health Disparities in Texas that revealed a statewide cost of over \$7 billion annually
- An evaluation of the CAPABLE program, a multidisciplinary approach proven to help older adults live safely and independently in their homes while reducing healthcare costs
- The statewide End of Life Survey found that Black and Latino respondents experience more barriers to end-of-life care than white respondents

2. Support the mobilization of communities to achieve their own priorities.

### Narrative Description of Progress

Since 2022, the Foundation has invested \$2 million in a partnership with Episcopal Health Foundation to support the Texas Accountable Communities for Health Initiative (TACHI), a statewide project that brings groups of local stakeholders together to improve population health and advance health equity. Through the Accountable Communities for Health (ACH) model, communities determine the best way to address non-medical community health needs. Texas currently has six sites, three of which are supported by the Foundation, that receive funding, peer-learning opportunities, and technical assistance to support community-led, financially sustainable strategies to improve the community's health.

## Evaluation Methodology

The Foundation is committed to evolving our strategies and goals based on what we are learning through data and evaluation. We evaluate our efforts in a variety of methods which are dependent on the resources and tools employed to advance change.

- Community Programs:
  - For goals related to internally operated dental and scholarships programs, data is collected and analyzed by staff, allowing us to track progress in more detail.
- Grantmaking:
  - For goals related to grants awarded, data is collected at time of application and grant partners are required to report progress towards goals either annually or semi-annually, which are then reviewed by foundation staff. Total number of clients served by the grant partner is presented, regardless of the proportion of the project supported by St. David's Foundation.
- Community Leadership:
  - For goals related to collaboration, communication, and research, progress is assessed by tracking activities as well as outputs and outcomes. External evaluation support will be employed for emergent initiatives and a longer time frame for assessment will be needed.