

Ascension Providence

**Implementation Strategy for the 2024 CHNA
Bosque, Coryell, Falls, Freestone, Hill, Hamilton, Limestone,
McLennan Counties, Texas**



Ascension

The purpose of this Implementation Strategy (IS) is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment (CHNA). The significant health needs the hospital does not intend to address are identified, and a rationale is provided. Special attention has been given to the needs of individuals and communities at increased risk for poor health outcomes or experiencing social factors that place them at risk.

Ascension Providence

6901 Medical Parkway, Waco, Texas 76712

<https://healthcare.ascension.org/locations/texas/txwac/waco-ascension-providence>

254-751-4000

TAX ID: 74-1109636

The 2024 Community Health Needs Assessment report was approved by the Ascension Providence Board of Directors on May 22, 2025, and applies to the following three-year cycle: July 1, 2025 to June 30, 2028. This report, as well as the previous report, can be found at our public website.

We value the community's voice and welcome feedback on this report. Please visit our public website (<https://healthcare.ascension.org/chna>) to submit your comments.

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Introduction

As one of the leading non-profit and Catholic health systems in the United States, Ascension is committed to delivering compassionate, personalized care to all, with special attention to impoverished and vulnerable persons.

About Ascension

Ascension is one of the nation's leading non-profit and Catholic health systems, with a Mission of delivering compassionate, personalized care to all with special attention to those most vulnerable. In FY2024, Ascension provided \$2.1 billion in care of persons living in poverty and other community benefit programs. Across 16 states and the District of Columbia, Ascension's network encompasses approximately 106,000 associates, 26,000 aligned providers, 105 wholly owned or consolidated hospitals, and 34 senior living facilities. Additionally, through strategic partnerships, Ascension holds an ownership interest in 26 other hospitals.

Ascension's Mission provides a strong framework and guidance for the work done to meet the needs of communities across the US. It is foundational to transform healthcare and express priorities when providing care and services, particularly to those most in need.

Mission: Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

For more information about Ascension, visit <https://www.ascension.org/>.

Ascension Texas

Serving Texas for more than 120 years, Ascension Texas operates 12 hospitals and 222 sites of care, employing 16,000 associates across Central Texas. Ascension Texas operates Ascension Providence in Waco and Ascension Seton, which includes Dell Children's Medical Center, the region's only comprehensive children's hospital and pediatric Level I trauma center, and Dell Seton Medical Center at The University of Texas, the region's only Level I trauma center for adults. Ascension Seton partners with Dell Medical School at The University of Texas at Austin and shares a common vision of transforming healthcare through a focus on quality and value. On average, Ascension Texas provides \$562 million annually in charity care and community benefit across Central Texas. Visit www.ascension.org and www.dellchildrens.net.

Ascension Providence

As a Ministry of the Catholic Church, Ascension Providence is a non-profit hospital governed by a local board of trustees represented by residents, medical staff, and sister sponsorships. Ascension Providence operates one hospital campus in Waco, Texas, providing medical care to McLennan and surrounding Central Texas counties.

Ascension Providence is a full-service hospital with 24/7 emergency care and a destination for specialty care including heart and vascular health, orthopedics, women's health and maternity services. Ascension Providence offers a wide range of minimally invasive procedures, imaging, lab tests and rehabilitation services, all on one campus.

The OB-GYN maternity care teams at the Women's and Newborn Center deliver a personalized birthing experience and advanced neonatal care for sick babies.

Ascension Providence is proud to maintain the highest standards through accreditation by the Commission on Cancer (CoC) and recognition as a Primary Stroke Center by the Joint Commission and a Level II Stroke Center by the State of Texas – the highest level of recognition available.

Ascension Providence is continuing the long and valued tradition of responding to the health needs of the people in our community. Ascension Providence is a faith-based nonprofit healthcare system founded by the Daughters of Charity. Called to be a sign of God's unconditional love for all, Ascension Providence has consistently strived to expand access to high-quality, low-cost, person-centered medical care and services.

For more information about Ascension Providence, visit <https://healthcare.ascension.org/locations/texas/twxac/waco-ascension-providence>.

Overview of the Implementation Strategy

Needs Prioritization

Included in Code Section 501(r)(3) is the requirement that hospitals must provide a description of the process and criteria used to determine the most significant health needs of the community identified through the CHNA, along with a description of the process and criteria used to determine the prioritized needs to be addressed by the hospital. Ascension has defined "prioritized needs" as the significant needs that the hospital system has prioritized to address through the three-year CHNA cycle. Accordingly, Ascension Providence used a phased prioritization approach to identify the community health needs. The first step was to determine the broader set of identified needs. The CHNA assessment narrowed identified needs to a group of significant needs determined most crucial for community stakeholders to address.

After completing the CHNA assessment, significant needs were further narrowed down by the Ascension Texas CHNA Steering Committee to the prioritized needs which the network of Ascension

Seton and Ascension Providence hospitals will address. To arrive at the prioritized needs, Ascension Texas leaders used rank-choice voting based on criteria including alignment with Ascension's mission and capacity to impact followed by group discussion and final discernment.

Following the completion of the current CHNA, Ascension Providence has selected the prioritized needs outlined below:

- Healthcare Access and Quality
- Mental and Behavioral Health
- Social Determinants of Health
- Maternal and Child Health

Needs That Will Be Addressed

Ascension Providence understands the importance of all the community's health needs. It is committed to playing an active role in improving the health of the people in the communities it serves. Ascension Providence will address all of the needs prioritized by Ascension Texas.

Written Comments

This IS has been made available to the public and is open for public comment. Questions or comments about this Implementation Strategy can be submitted via the website:

<https://healthcare.ascension.org/chna>.

Approval and Adoption of the IS by the Board of Directors of Ascension Providence

To ensure Ascension Providence's efforts meet the needs of the community and have a lasting and meaningful impact, the 2024 Implementation Strategy was presented and adopted by the Board of Directors of Ascension Providence on August 28, 2025. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions of the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been developed to address prioritized needs.

Action Plans

The IS below is based on prioritized needs from the hospital's most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years.

Prioritized Need: Healthcare Access and Quality	
Background Access to quality healthcare is critical for addressing health needs that are acute, chronic or preventive. Providence will address Healthcare Access and Quality by focusing on health literacy to promote health and prevent disease, improving access to clinical services and reducing financial barriers to healthcare and pharmaceuticals.	
Collaborators <ul style="list-style-type: none"> Ascension Providence and departments such as Injury Prevention, Trauma, Medical Response Unit, Community Impact, Rural Health Pedi-van, Pharmacy and others. Collaborators: To support healthcare access and quality, Ascension Providence will collaborate with community partners and organizations for external, community-facing initiatives. 	

STRATEGY 1:	
Offer hospital and community-based health education to improve health literacy and prevent disease	
Anticipated Impact Increased community knowledge/awareness of factors that affect health	
Resources <ul style="list-style-type: none"> Associate time Educational materials (creating, finding, printing) 	
ACTION STEPS	ROLE/OWNER
Develop relationships with community partners who host events and gatherings appropriate for health trainings, education booths or education distribution	Ascension Providence and Ascension Texas leadership in partnership with other internal departments
Provide health training or education at a minimum of one community-based event	Ascension Providence leadership in partnership with other departments
Participate in collaborative learning environments with community health and service leaders to plan for access to care	Ascension Providence and Ascension Texas leadership

STRATEGY 2:	
Improve access to high quality health services in the community with a focus on community members who experience high barriers to care	
Anticipated Impact Community members receiving access to healthcare services who otherwise may not have	
Resources <ul style="list-style-type: none"> Associate time Medical supplies as appropriate 	
ACTION STEPS	ROLE/OWNER
Partner with and strategically invest in partner organizations to provide medical care to underserved populations	Ascension Providence and Ascension Texas leadership
Explore opportunities to open a rural health clinic in the region	Ascension Providence leadership in collaboration with Rural Health Clinics Program Director

Offer free or reduced cost health screenings and/or services at a minimum of one event	Ascension Providence leadership in collaboration with various internal department leaders
Collaborate on community workforce development initiatives to develop future healthcare professionals	Ascension Providence and Ascension Texas leadership
Educate policymakers on healthcare access and quality	Ascension Providence leadership in collaboration with Ascension Texas Advocacy

STRATEGY 3:

Improve access to medications for patients who experience financial barriers

Anticipated Impact

Community members receiving access to needed medications

Resources

- Associate time
- Cost of medication when applicable

ACTION STEPS	ROLE/OWNER
Connect eligible patients with internal and external pharmaceutical assistance programs	Case Management/Social Work/Pharmacy
Education for providers on available options for patients who cannot afford medications	Collaboration between case management and pharmacy
Operate a dispensary of hope pharmacy	Pharmacy

Prioritized Need: Mental and Behavioral Health
Background

Mental health is a key component of overall health and is closely linked to physical health. Mental health conditions are among the most common health conditions in the United States. Ascension Providence is a critical partner in the community for addressing mental and behavioral health concerns as hospital emergency departments are often a front door for people experiencing mental health crises.

Access to mental healthcare includes similar components as access to physical healthcare, however there are also unique aspects. Some of the unique concerns of mental healthcare access include: appropriate reimbursement for services, growing and maintaining a qualified and specialized workforce and the ability to meet the demand for appropriate levels of care including long-term care.

Collaborators

- Ascension Providence and departments such as Trauma, Case Management, Community Impact and Ascension Texas Advocacy.
- Collaborators: To support mental and behavioral health, Ascension Providence will collaborate with community partners and organizations for external, community-facing initiatives and to ensure that care is provided at the right place and time within the mental healthcare network.

STRATEGY 1: Promote mental wellbeing and support the network of care for mental and behavioral health with a focus on underserved populations.	
Anticipated Impact Community members who maintain mental health and are able to receive mental healthcare in the right setting for the appropriate level of care needed.	
Resources <ul style="list-style-type: none"> • Associate time • Educational and program materials 	
ACTION STEPS	ROLE/OWNER
Partner with community mental and behavioral health organizations to understand and enhance the network of mental and behavioral health services available so that services and supports are available at the right time and level of care for patients and community members	Ascension Providence and Ascension Texas leadership
Enhance community responsiveness to mental health challenges and increase awareness of resources through training and education for associates and the community	Human Resources, Community Impact and others
Pursue continued learning on community mental and behavioral health interventions	Ascension Providence leadership, Community Impact
Educate policymakers on mental and behavioral health system needs	Ascension Providence leadership in collaboration with Ascension Texas Advocacy

Prioritized Need: Social Determinants of Health
Background Social determinants of health (SDOH), sometimes referred to as nonmedical drivers of health, are the conditions in the environment where people are born, live, learn, work, play, worship and age that affect a wide range of health outcomes. They are grouped into five categories: economic stability, education access and quality, health care access and quality, neighborhood and built environment, and social and community context. SDOH can affect health outcomes in varied ways. Some SDOH include the ability to meet immediate needs and engage in health maintenance behaviors such as access to job opportunities that pay a living wage, access to healthy food and safe spaces to exercise. Other SDOH can affect longer-term and even generational health outcomes such as educational attainment, socioeconomic factors, and localized environmental pollution.
Collaborators <ul style="list-style-type: none"> • Ascension Providence and departments such as Case Management, Community Impact and Ascension Texas Advocacy. • Collaborators: To support social determinants of health, Ascension Providence will collaborate with community partners and organizations for connections to social services and opportunities for education related to social determinants of health.

STRATEGY 1:	
Support improved health outcomes that are caused or influenced by non-medical factors in the community	
Anticipated Impact	
Reduce poor health outcomes that are associated with non-clinical social factors	
Resources	
<ul style="list-style-type: none"> • Associate time • Neighborhood Resource referral platform • Data analytics dashboard • Supplies and materials 	
ACTION STEPS	ROLE/OWNER
Identify the greatest social needs of patients through analysis of SDoH screening data	Community Impact
Promote the Neighborhood Resource, a tool to help find community resources	Ascension Providence leadership, Community Impact
Pursue continued learning and development of relationships with community-led organizations to meet social determinants of health needs	Ascension Providence leadership, Community Impact, Case Management
Navigation support for patients with identified needs	Program navigators

Prioritized Need: Maternal and Child Health
<p>Background</p> <p>Improving the well-being of mothers, infants and children is an important public health goal for the United States. Their well-being determines the health of the next generation and can impact future public health challenges for families, communities, and the healthcare system.</p> <p>The Centers for Disease Control and Prevention found that 4 in 5 pregnancy-related deaths in the U.S. are potentially preventable.¹ Within the U.S., disparities in maternal health outcomes based on race and ethnicity reflect profound care inequalities. Black women are reported to be more than 3 times more likely than White women to die from a pregnancy-related cause.²</p> <p>The leading causes of maternal death in Texas between 2016-2019 were cardiac events (17% of maternal deaths), drug poisoning (16%), homicide (15%) and suicide (10%) and the majority of maternal deaths occur 61+ days postpartum (61% of maternal deaths) followed by 0-7 days postpartum (15%) and 8-42 days postpartum (13%).³ Some risk factors for maternal mortality include birth spacing, mental health, pre-pregnancy weight status, hypertension and diabetes and smoking.</p>

¹ CDC Newsroom. (2022). Four in 5 pregnancy-related deaths in the U.S. are preventable.

<https://www.cdc.gov/media/releases/2022/p0919-pregnancy-related-deaths.html>

² Njoku, A., Evans, M., Nimo-Sefah, L., & Bailey, J. (2023). Listen to the whispers before they become screams: Addressing black maternal morbidity and mortality in the United States. <https://pubmed.ncbi.nlm.nih.gov/36767014/>

³ Texas Department of State Health Services. 2023. Texas Health Data, Maternal Health, Maternal Death Causes and Timing.

<https://healthdata.dshs.texas.gov/dashboard/maternal-and-child-health/maternal-health/maternal-health>

Collaborators

- Ascension Providence and departments such as Women's Health and Community Impact.
- Collaborators: To support Maternal and Child Health, Ascension Providence will collaborate with community partners to understand available services in the community.

STRATEGY 1:

Support mothers and families through pregnancy, delivery and postpartum with high quality clinical services, community outreach and social service connections and a focus on ensuring the best outcomes for all mothers, babies and families

Anticipated Impact

Positive outcomes for mothers and babies

Resources

- Associate time
- Technology tools for data analysis
- Supplies and materials

ACTION STEPS	ROLE/OWNER
Monitor internal maternal health data and implement process improvements to reduce severe obstetric complications and adverse outcomes	Perinatal leadership forum and Women's Health leaders
Strengthen relationships with community partners who provide wraparound support for all stages of maternal health	Ascension Providence and Ascension Texas leadership in partnership with Breastfeeding Success and others
Pursue continued learning and training on maternal and infant health with a focus on understanding health disparities	Ascension Providence and Ascension Texas leadership
Support NICU families with social and emotional needs around breastfeeding, discharge, and bereavement	Ascension Providence and Ascension Texas leadership in partnership with community organizations
Provide families with resources to promote newborn health and safety	Ascension Providence and Ascension Texas leadership in partnership with Dell Children's Medical Center experts

Evaluation

Ascension Providence will develop a comprehensive measurement and evaluation process for the implementation strategy. The hospital will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community.