

Dell Children's Medical Center

**Implementation Strategy for the 2024 CHNA
Travis County, 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.

Dell Children's Medical Center

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<https://healthcare.ascension.org/locations/texas/txaus/dcmc>

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The 2024 Community Health Needs Assessment report was approved by the Board of Directors of Ascension Seton 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 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.

Dell Children's Medical Center

As a Ministry of the Catholic Church, Ascension Seton is a non-profit hospital system governed by a local board of trustees represented by community members, medical staff, and sister sponsorships. Dell Children's Medical Center (Dell Children's) is one of 11 hospital campuses in the 11-county Ascension Seton service area..

Dell Children's has two campuses in Austin, Texas. The main campus is located in the Mueller neighborhood in central Austin. A north campus located near Cedar Park, Texas opened in 2023 to serve the growing population in north Austin and the suburban cities in Williamson County. Both campuses offer 24/7 pediatric emergency care and specialized, compassionate care for children and adolescents including a nationally-ranked pediatric brain and spine care program, a dedicated mental health center, leading pediatric heart transplant care, the only children's cancer center in Central Texas, comprehensive fetal care and neonatal intensive care.

Dell Children's plays a critical role in healthcare infrastructure for the growing city by hosting pediatric residents for Dell Medical School at The University of Texas.

Dell Children's is proud to maintain the highest standards. The main campus in central Austin is the only pediatric Level 1 Trauma Center in Central Texas and a level IV NICU. The north campus is a Level III Trauma Center.

Ascension Seton is continuing the long and valued tradition of responding to the health needs of the people in our community, following in the footsteps of legacy Seton hospitals. Ascension Seton 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 Seton has consistently strived to expand access to high-quality, low-cost, person-centered medical care and services.

For more information about Dell Children's Medical Center, visit <https://healthcare.ascension.org/locations/texas/txaus/dcmc>

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 Seton 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 Seton CHNA Steering Committee to the prioritized needs which the network of Ascension Seton hospitals will address. To arrive at the prioritized needs, Ascension Seton 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 Seton 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 Seton 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. As a system, Ascension Seton will address all of the prioritized needs. However, individual hospitals may not address all four needs. Dell Children's Medical Center will address all of the needs prioritized by Ascension Seton.

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 Seton

To ensure the Ascension Seton'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 Seton 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. Dell Children's Medical Center 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 Seton hospitals 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, Dell Children's Medical Center 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	Dell Children's Medical Center and Ascension Texas leadership in partnership with other department leaders
Provide health training or education at a minimum of one community-based event focusing on children's health	Dell Children's Medical Center leadership in partnership with other department leaders
Participate in collaborative learning environments with community health and service leaders to plan for access to care focusing on children's health	Dell Children's Medical Center 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	Dell Children's Medical Center and Ascension Texas leadership

Collaborate on community workforce development initiatives to develop future healthcare professionals	Dell Children's Medical Center and Ascension Texas leadership
Educate policymakers on healthcare access and quality	Dell Children's Medical Center 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 <ul style="list-style-type: none"> • Associate time • Cost of medication when applicable 	
ACTION STEPS	ROLE/OWNER
Connect eligible patients with internal and external pharmaceutical assistance programs	Case Management, Pharmacy
Education for providers on available options for patients who cannot afford medications	Case Management, Pharmacy

Prioritized Need: Mental and Behavioral Health
<p>Background</p> <p>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. Dell Children's Medical Center 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.</p> <p>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.</p> <p>Collaborators</p> <ul style="list-style-type: none"> • Ascension Seton hospitals and departments such as Trauma, Behavioral Health, Case Management, Community Impact and Ascension Texas Advocacy. • Collaborators: To support mental and behavioral health, Dell Children's Medical Center 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	Dell Children's Medical Center 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	Dell Children's Medical Center leadership, Community Impact
Educate policymakers on mental and behavioral health system needs	Dell Children's Medical Center leadership in collaboration with Ascension Texas Advocacy

Prioritized Need: Social Determinants of Health
Background <p>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.</p>
Collaborators <ul style="list-style-type: none"> • Ascension Seton hospitals and departments such as Case Management, Community Impact and Ascension Texas Advocacy. • Collaborators: To support social determinants of health, Dell Children's Medical Center 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	Community Impact, Dell Children's Medical Center leadership
Pursue continued learning and development of relationships with community-led organizations to meet social determinants of health needs	Community Impact, Dell Children's Medical Center leadership, Case Management
Navigation support for patients with identified needs	Program navigators

STRATEGY 2: Support initiatives that strengthen access to healthy food for patients and for the community	
Anticipated Impact Improved access to food for patients who screen positive for food insecurity	
Resources <ul style="list-style-type: none"> • Associate time • Materials and supplies (including food if applicable) 	
ACTION STEPS	ROLE/OWNER
Develop partnership with food access organizations in the community	Dell Children's Medical Center leadership, Community Impact
Explore a strategy for providing food at discharge to patients who screen positive for food insecurity	Dell Children's Medical Center leadership in partnership with identified food access community partner
Create a strategy for connecting patients to benefit programs they may be eligible for (WIC, SNAP)	Dell Children's Medical Center leadership

Prioritized Need: Maternal and Child Health
Background 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.
Collaborators <ul style="list-style-type: none"> • Ascension Seton hospitals and departments such as Women's Health and Community Impact. • Collaborators: To support Maternal and Child Health, Dell Children's Medical Center will collaborate with community partners to understand available services in the community.

STRATEGY 1:	
Support children's health from infancy through adolescence with a focus on preventing injury and illness	
Anticipated Impact	
Healthy development for children in the community	
Resources	
<ul style="list-style-type: none"> • Associate time • Supplies and materials 	
ACTION STEPS	ROLE/OWNER
Support NICU families with social and emotional needs around breastfeeding, discharge, and bereavement.	Dell Children's Medical Center and Ascension Texas leadership in partnership with Hand to Hold and others
Provide families with resources to promote newborn health and safety in partnership with Ascension Seton hospitals that deliver babies	Dell Children's Medical Center and Ascension Texas leadership in partnership with Dell Children's Medical Center experts
Develop and maintain relationships with community partners to collaboratively promote child health and wellbeing	Dell Children's Medical Center and Ascension Texas leadership in partnership with local school districts and other child-focused community partners
Support internal and community-facing programming that focuses on preventing child injuries	Dell Children's Medical Center leadership and Injury Prevention Team
Promote child well visits through partnership with Dell Children's associated clinic network	Dell Children's Medical Center leadership in partnership with Ascension Texas clinics
Advocate on behalf of families and children's access to health services	Dell Children's Medical Center and Ascension Texas leadership

Evaluation

Dell Children's Medical Center 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.