

Community Health Implementation Plan

Strategies for responding to the prioritized needs in the community

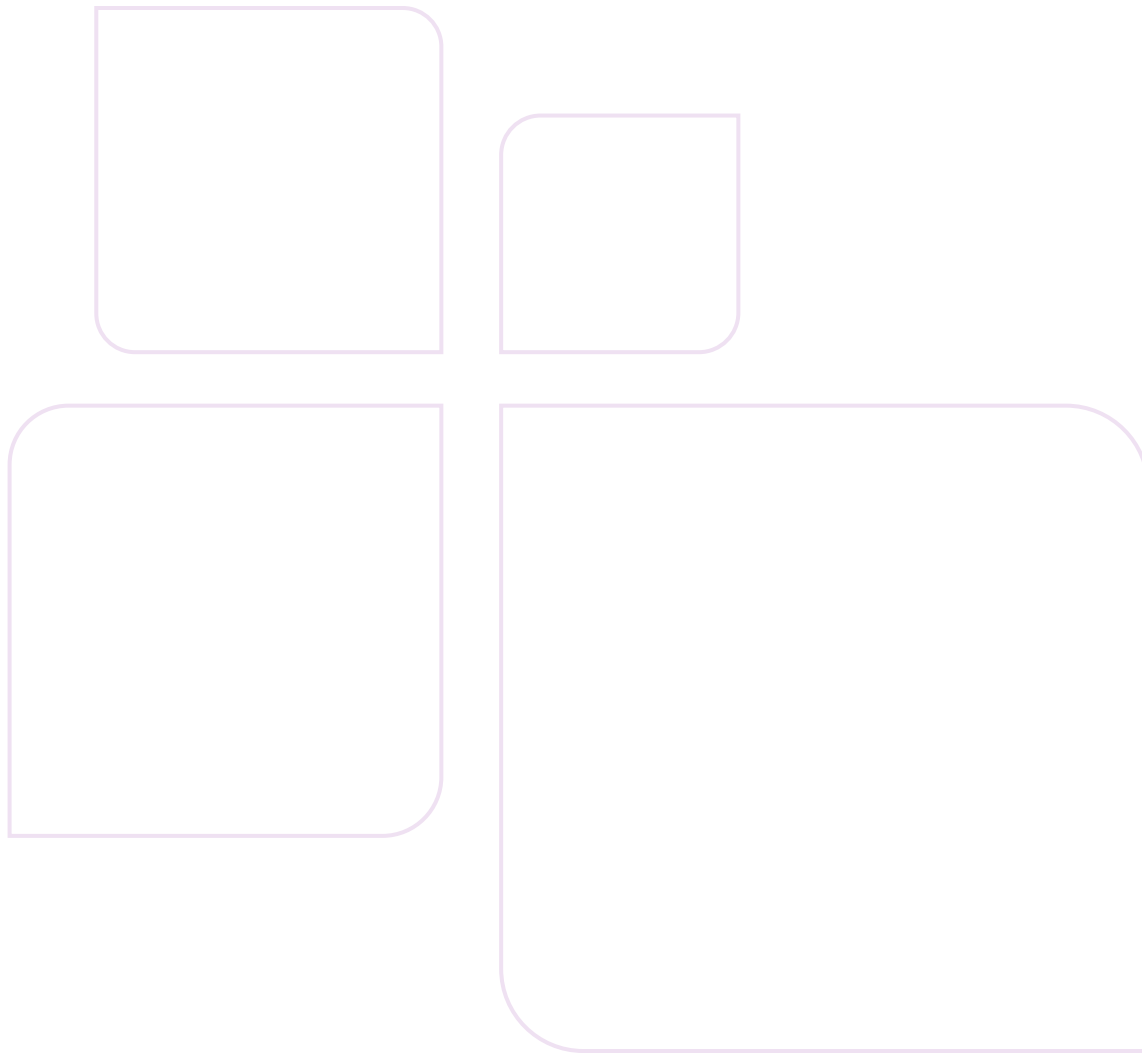
2026 – 2028



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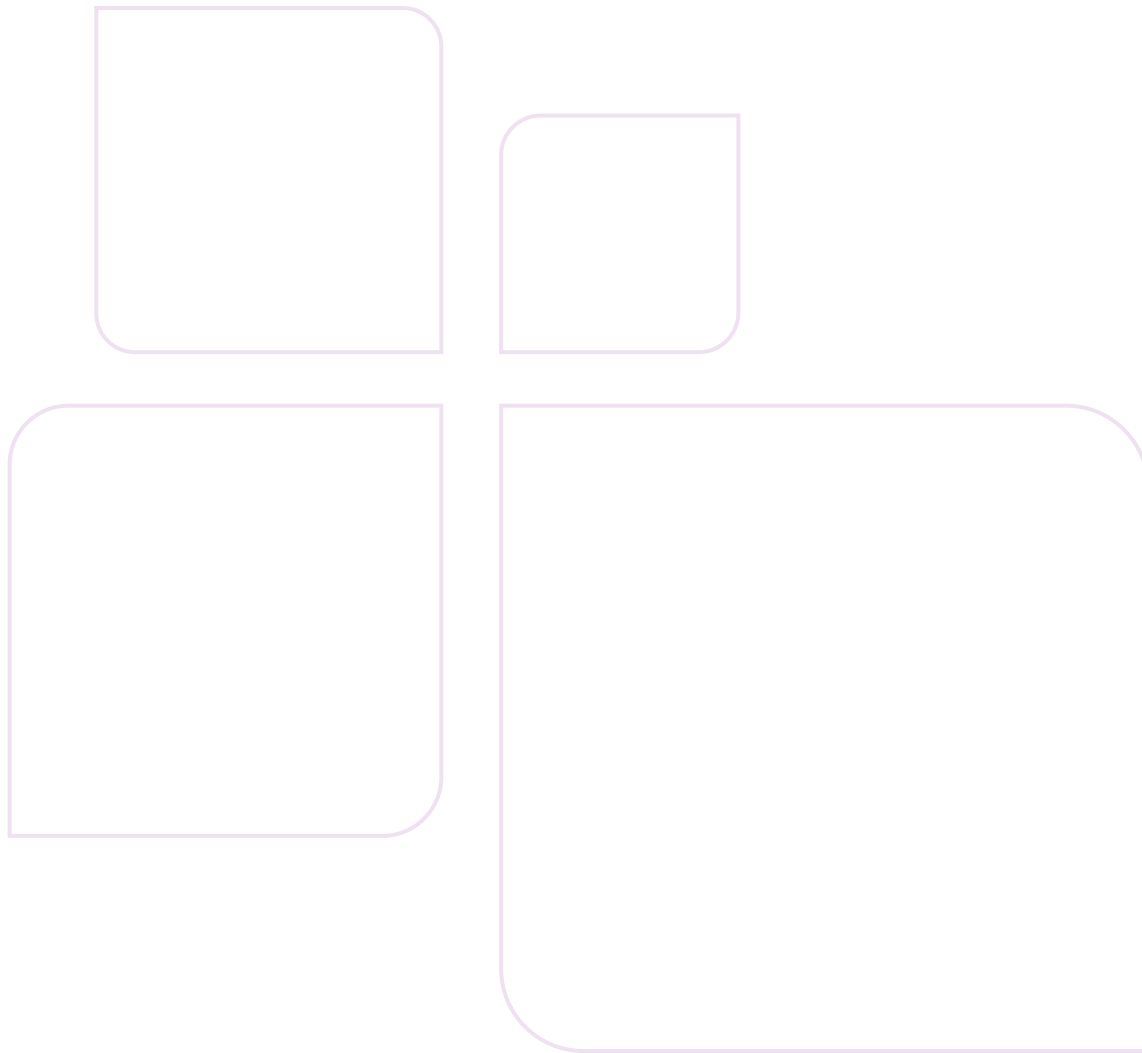
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Chapter 1

Introduction





Introduction

At CHRISTUS Santa Rosa Health System (including Children's, Alamo Heights, Westover Hills, New Braunfels and San Marcos), our mission calls us to extend the healing ministry of Jesus Christ, especially to those who are most vulnerable. We know that health does not begin in a hospital. It begins in homes, neighborhoods and communities shaped by opportunity, support and care. That is why we work not only within our clinical walls, but also alongside community partners to address the root causes of poor health across the communities we serve. This 2026-2028 Community Health Implementation Plan (CHIP) builds upon the findings of our most recent Community Health Needs Assessment (CHNA). It outlines how CHRISTUS Santa Rosa will respond to the top health needs identified by the people and partners who live, work and serve in our region.

Our Vision

At CHRISTUS Santa Rosa, we envision a community where:

- Mothers and babies have access to the care and support needed for healthy pregnancies, childbirth, growth and development.
- Children are well-equipped with the care and support to grow up physically and mentally healthy.
- Adults are physically, mentally and emotionally healthy.
- Adults have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.
- Older adults have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being.

- Community members receive compassionate, high-quality care that honors their dignity, life experiences and unique needs.

What This Plan Includes

The CHIP identifies actionable strategies designed to improve health outcomes across the lifespan. These strategies fall into three categories:

- Hospital direct care strategies: programs led by CHRISTUS Santa Rosa, such as new service lines, mobile outreach or expanded screenings
- Community benefit funding strategies: investments through our CHRISTUS Fund and local benefit programs to strengthen the safety net and address social determinants of health
- Community partner strategies: collaborations with local nonprofits, schools, coalitions and agencies that advance shared goals through aligned services

Each strategy is aligned with one or more key priorities from the CHNA and is structured by life stage: maternal and early childhood, school age and adolescent, adult and older adult.

The Communities We Serve

CHRISTUS Santa Rosa Health System serves as a cornerstone of care across our primary service area, which includes Bexar County and surrounding communities. This defined region represents the counties where our hospitals are located and where the majority of our patients live, work and seek care.

While our formal planning and reporting are guided by this primary service area, our mission extends far beyond its borders. Through regional outreach, mobile health initiatives and strategic partnerships, CHRISTUS Santa Rosa remains deeply engaged with communities across South Texas — especially those that are rural, historically marginalized or medically underserved.

Our service area reflects a rich tapestry of urban neighborhoods, suburban developments and rural towns. These communities shaped our most recent Community Health Needs Assessment (CHNA), and their voices and experiences informed every strategy outlined in this plan.

As we enter the 2026-2028 implementation cycle, we remain committed to expanding access to high-quality, culturally responsive care throughout the region. Through clinical innovation, community collaboration and targeted investments, we strive to ensure that every individual — regardless of background or zip code — has the opportunity to live a healthier, more vibrant life close to home.

Systems of Care Principle

CHRISTUS Santa Rosa Health System is part of a broader, interconnected system of care that reaches beyond the walls of any single facility. Across South Texas, a diverse network of health care providers, public agencies, community-based organizations, schools, faith communities and local leaders work in alignment to promote health and well-being.

This system of care is grounded in the understanding that health is shaped by more than clinical services. It is influenced by access to safe housing, reliable transportation, nutritious food, quality education, meaningful employment and strong social connections. No single institution can meet all these needs alone — but together, we can build a more coordinated, responsive and equitable approach to care.

The system of care model organizes services around key life domains, ensuring that individuals are supported holistically — not just as patients, but as whole people with interconnected needs. It also empowers each partner to contribute their unique strengths — whether that's delivering medical care, offering counseling, preparing meals or advocating for policy change.

CHRISTUS Santa Rosa Health System embraces this model as part of our mission. By working collaboratively with our patients, neighbors, associates and community partners, we help reduce service gaps, improve health outcomes and strengthen the safety net across our region.

Our Plan and Our Promise

The Community Health Implementation Plan (CHIP) is more than a regulatory requirement — it is a living reflection of CHRISTUS Health's mission and values in action across the San Antonio region.

Every three years, CHRISTUS Santa Rosa Health System conducts a Community Health Needs Assessment (CHNA) to better understand the evolving health challenges, opportunities, and priorities within our primary service area. The CHIP is our proactive response — a strategic roadmap that outlines how we will walk alongside our communities to address the most pressing needs over the next three years.

This plan is informed by both data and dialogue. Using the Metopio platform and trusted public health datasets, we analyzed dozens of indicators tied to health outcomes and social determinants of health. Just as importantly, we listened. Through community surveys, focus groups and one-on-one conversations with residents, caregivers, nonprofit leaders, educators and health care providers, we heard directly from those most impacted. We made intentional space for voices that are often underrepresented — including rural families, youth, older adults, low-income households and individuals with lived experience navigating complex systems of care.

The result is a powerful call to action — and a shared vision for a healthier, more equitable South Central Texas.

The CHRISTUS Santa Rosa CHIP includes strategies organized into three key categories. Whether led by the hospital, supported through community benefit investments or implemented in partnership with local organizations, every strategy is shaped by lived experience, grounded in measurable community need and designed to promote health across the

lifespan — from maternal and child health to behavioral health, chronic disease prevention and aging with dignity.

As we move this work forward, CHRISTUS Santa Rosa Health System remains committed to:

- Centering community voice in every stage of planning and implementation
- Addressing root causes of poor health such as poverty, housing instability and lack of access to care
- Investing in local solutions that are culturally responsive, sustainable and community-led
- Bridging clinical care with wraparound community supports
- Collaborating across sectors to drive meaningful, long-term change

This plan is not just a list of initiatives. It is a shared commitment to compassion, justice and whole-person healing. With the continued partnership of our community, we envision a region where every individual — regardless of background, neighborhood or life circumstance — has the opportunity to thrive in health and wholeness.

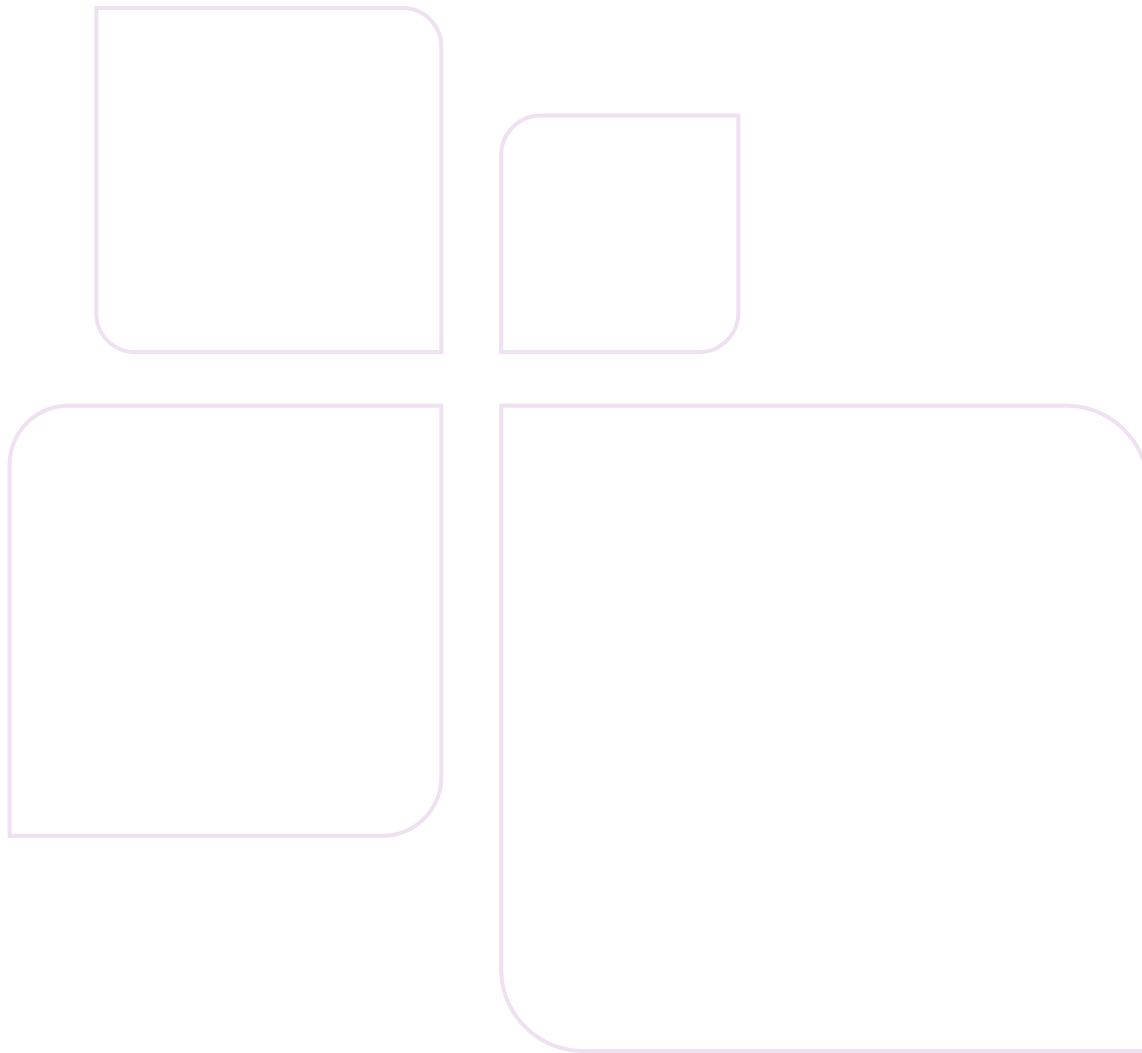
Board Approval

The final Community Health Needs Assessment (CHNA) report was completed, and the ministry CEO/president and executive leadership team of CHRISTUS Santa Rosa Health System reviewed and approved the CHNA prior to June 30, 2025, with the board of directors' ratification on August 8, 2025. Steps were also taken to begin implementation as of June 30, 2025, and the Community Health Implementation Plan (CHIP) was approved by the board of directors on August 8, 2025.

CHRISTUS Santa Rosa Health System will continue to monitor and evaluate the implementation of these strategies to ensure they are making a measurable, positive impact on the health and well-being of the community.

Chapter 2: Impact





Reflecting on Our Impact

This chapter serves as both a reflection and a celebration of the progress made since the last Community Health Needs Assessment (CHNA) and the corresponding 2023-2025 Community Health Implementation Plan (CHIP). It highlights the measurable impact of our collective efforts to address the most urgent health and social needs identified by our communities — and demonstrates how CHRISTUS Santa Rosa Health System has translated strategy into meaningful action.

Guided by CHNA priorities, CHRISTUS Santa Rosa has made strategic investments to improve health outcomes and advance equity, particularly for individuals and families facing the greatest barriers to care. These efforts include targeted community benefit contributions across several key areas: charity care and financial assistance, subsidized health services and community-based programs that address the root causes of poor health — including food insecurity, housing instability and limited access to behavioral health services.

This chapter also offers a closer look at the CHRISTUS Community Impact Fund, which enables us to support mission-aligned nonprofit partners who are driving change at the local level. The summaries of our FY23 through FY25 investments showcase how these organizations have delivered high-impact, culturally responsive programs that align with our system's values and strategic goals.

As we prepare to launch the 2026-2028 CHIP, this chapter provides an opportunity to pause and reflect on what we've accomplished together. It offers a foundation of progress to build upon — celebrating the lives touched, partnerships strengthened and lessons learned that will guide our next phase of community health strategy.



Community Benefit

Our Commitment in Action

As a Catholic, not-for-profit health system, we reinvest our earnings into programs, partnerships and services that improve health outcomes and advance equity for individuals and families across our ministries.

Every year, CHRISTUS Santa Rosa makes strategic and intentional investments to address the most pressing health and social needs identified in our Community Health Needs Assessment. These community benefit activities are rooted in Catholic social teaching and focus on building healthier, more resilient communities by addressing both immediate clinical needs and long-term social influencers of health.

From FY23 through FY25, our community benefit contributions have supported three core categories:

- Charity care and financial assistance
- Unreimbursed Medicaid and means-tested government programs
- Community health improvement services and community building activities

In addition to direct care and access, CHRISTUS invested in programs that address upstream drivers of health, such as food insecurity, housing instability and behavioral health access, through outreach, education and partnerships with local organizations. These investments reflect our commitment to equity, stewardship and sustained community impact.

At CHRISTUS Santa Rosa, community benefit is fundamental to our identity and how we serve. These committed resources and investments reflect our dedication to equity, stewardship and ongoing community impact.



FY23 Community Benefit Landscape – CHRISTUS Santa Rosa Health System

Community services \$24 million		Charity care \$67 million		Total community benefits \$91 million
\$3.4 million Community health improvements and strategic partnerships	\$717 thousand Health professionals' education and research	\$4.2 million Subsidized health services	\$16.1 million Cash and in-kind distributions	\$47 thousand Community building activities

FY24 Community Benefit Landscape – CHRISTUS Santa Rosa Health System

Community services \$8 million		Charity care \$68 million		Total community benefits \$76 million
\$4 million Community health improvements and strategic partnerships	\$505 thousand Health professionals' education and research	\$3 million Subsidized health services	\$1 million Cash and in-kind distributions	\$70 thousand Community building activities

FY25 Community Benefit Landscape – CHRISTUS Santa Rosa Health System

At this time, we are only including data from fiscal years 2023 and 2024 in our reporting on community benefit investments. We have chosen not to include FY2025 data as it remains unaudited and therefore subject to change. To ensure accuracy and maintain the integrity of our reporting, we only publish audited financial data. The audited data for FY2025 will be available in June 2026, at which point it will be incorporated into future reports and submissions.

Community Impact Fund

Established in January 2011, the CHRISTUS Community Impact Fund is the grantmaking arm of CHRISTUS Health. It was created to support initiatives led by nonprofit community agencies that improve the health and well-being of individuals and families across our ministries. Since its inception, the fund has become a catalyst for equity-driven, community-centered innovation — amplifying the voices of those closest to the challenges and investing in those best positioned to create change.

Each year, the CHRISTUS Community Impact Fund provides grants to organizations that align with the priorities identified through the Community Health Needs Assessment (CHNA). These investments support programs that:

- Expand access to care and essential social services
- Promote mental health and emotional well-being
- Prevent and manage chronic disease
- Address the root causes of poor health, including food insecurity, housing and transportation
- Strengthen community leadership, advocacy and capacity

From FY23 through FY25, CHRISTUS Santa Rosa awarded Community Impact Fund grants to trusted, mission-aligned partners across the region. These organizations serve as the hands and feet of our shared vision — delivering culturally responsive programs, fostering community trust and driving measurable health improvements where they are needed most.

The following pages highlight the diverse grantees supported over the past three years, underscoring CHRISTUS Health's commitment to sustained and collaborative community impact.



FY23 Community Impact Fund

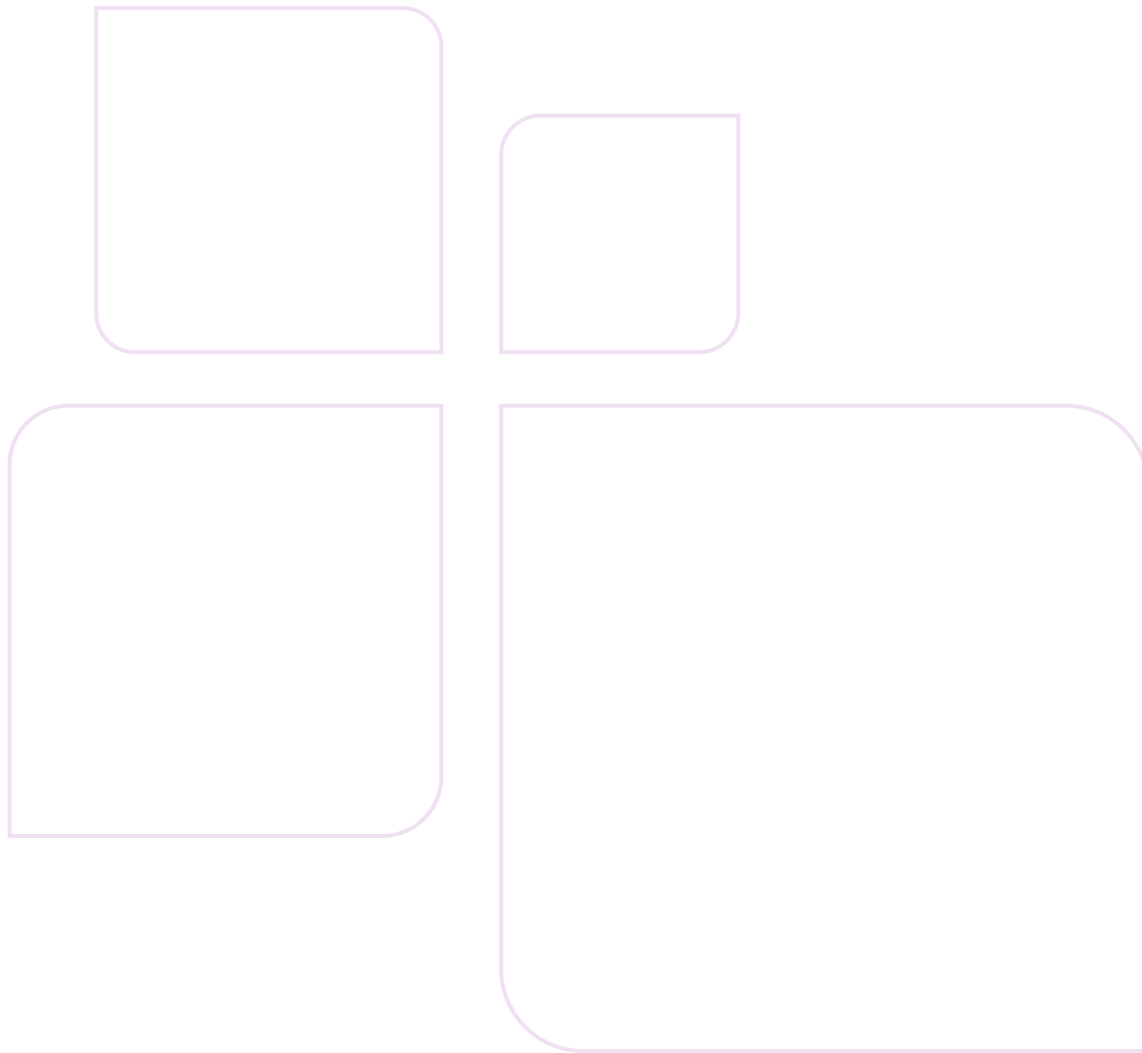
ORGANIZATION	DOMAIN	PRIORITY	PROGRAM NAME	PROGRAM DESCRIPTION
Clarity Child Guidance Center	Advance health and well-being	Mental health and well-being	First Step Program	To expediently assess and diagnose mental illness in children and ensure their progress toward recommended treatment
Hays-Caldwell Women's Center	Build resilient communities and improve social determinants	Safe housing	Safe Housing for Survivors of Family Violence	To provide safe, affordable housing to survivors of family violence
Meals on Wheels San Antonio	Build resilient communities and improve social determinants	Healthy food access	Meals on Wheels Program	To provide daily, healthy, home-delivered meals to seniors in Bexar County who are home-bound and unable to prepare a meal for themselves
Texas Diaper Bank	Advance health and well-being	Mental health and well-being	Calm Parent Program	To reduce the transferable stress and anxiety from parent to child by training parents with essential skills with calming techniques to reduce stress/anxiety when caring for their children
Total CHRISTUS Community Impact Fund investment:				\$300,000.00

FY24 Community Impact Fund

ORGANIZATION	DOMAIN	PRIORITY	PROGRAM NAME	PROGRAM DESCRIPTION
Bexar County Community Health Collaborative	Advance health and well-being	Chronic diseases	Hospital to Home	To connect recently discharged hospital patients with chronic medical conditions with community health workers to avoid rehospitalizations and improve their quality of life
Family Service Association of San Antonio, Inc.	Advance health and well-being	Mental health and well-being	San Antonio Mobile Mental Wellness Collaborative	To expand access to mental health services to underserved communities through school-based mental health services
Rise School of San Antonio	Build resilient communities and improve social determinants	Education	The Rise School of San Antonio	To deliver comprehensive education, intervention and therapy services to students one to five years old
River City Advocacy, Inc.	Advance health and well-being	Mental health and well-being	Mental Health Counseling for Low- Income Residents of Comal County	To provide mental health counseling for an affordable sliding scale cost to citizens in Comal County
Total CHRISTUS Community Impact Fund investment:				\$295,000.00

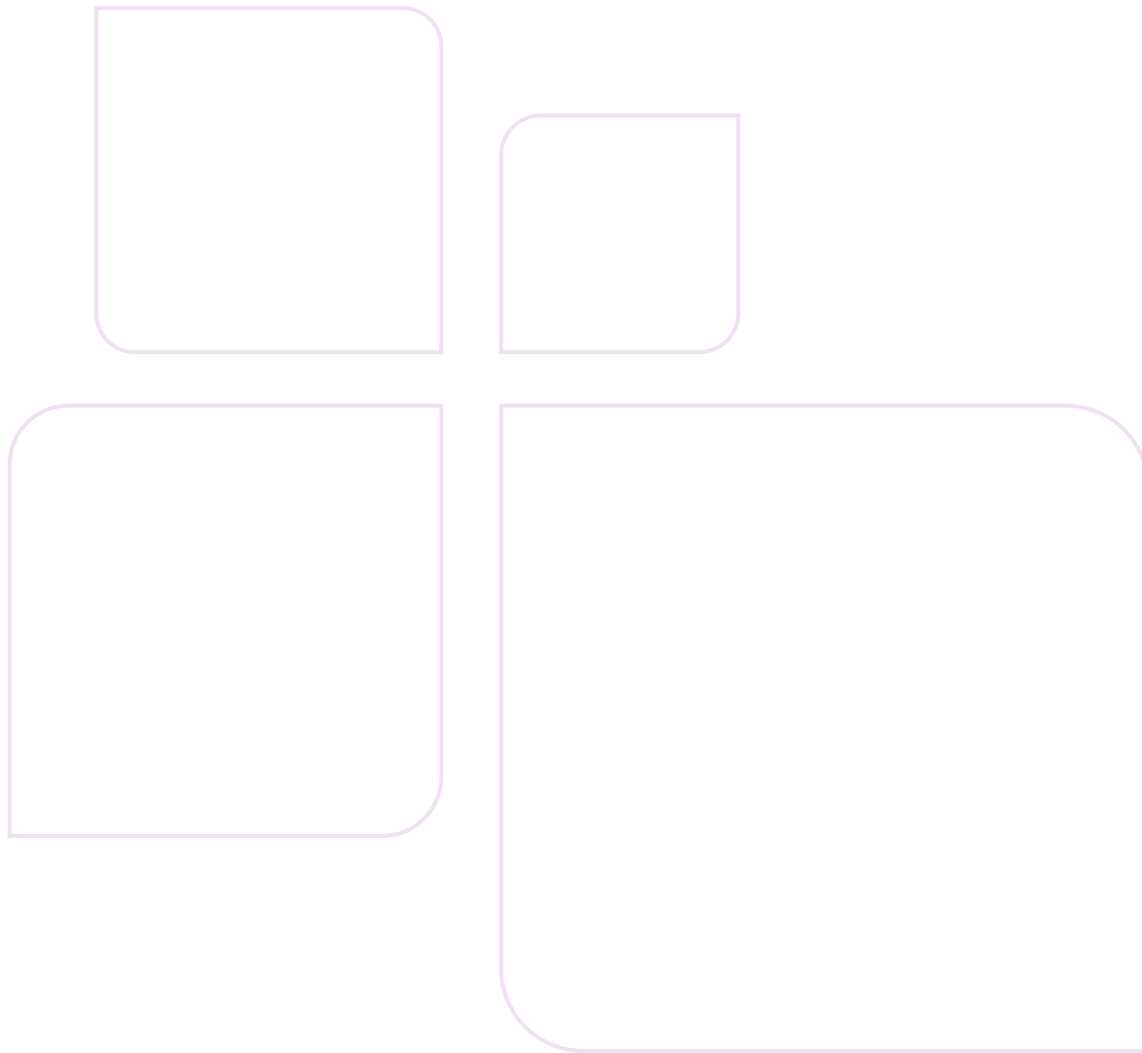
FY25 Community Impact Fund

ORGANIZATION	DOMAIN	PRIORITY	PROGRAM NAME	PROGRAM DESCRIPTION
CASA of Central Texas	Advance health and well-being	Mental health and well-being	Advocacy for Abused and Neglected Children	To serve children and youth in the temporary and permanent care of the Texas Department of Family and Protective Services with advocacy for medical and mental health, educational placement and permanency needs
Catholic Charities, Archdiocese of San Antonio	Build resilient communities and improve social determinants	Safe housing	Guadalupe Home	To provide transitional shelter, educational training, access to birthing support, prenatal and postnatal programs and mental health services to unhoused, pregnant women
Crisis Center of Comal County	Advance health and well-being	Mental health and well-being	Sexual Assault, Domestic Violence and Homeless Trauma Informed Mental Health Counseling	To provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault
Hays-Caldwell Women's Shelter	Advance health and well-being	Mental health and well-being	Marla's Place Transitional Housing Program-Safe Housing for Survivors of Violence	To provide 12-18 months of extremely low-cost rent, along with free, on-site child care through Early Head Start and a range of supportive services for survivors of violence
Ride Connect Texas	Build resilient communities and improve social determinants	Healthy food access	Transportation: Key to Social Determinants of Health	To ensure that older adults and those with disabilities, unable to drive, can safely reach destinations for health care and social activities with free to low-cost transportation
San Antonio Food Bank	Build resilient communities and improve social determinants	Healthy food access	Food is Medicine	To provide food to CHRISTUS Santa Rosa patients who are food insecure and are experiencing heart failure or asthma
Total CHRISTUS Community Impact Fund investment:				\$320,000.00



Chapter 3: Priorities





Priorities and Focus

The Lifespan Approach

To better understand and respond to the evolving needs of the communities we serve, CHRISTUS Santa Rosa Health System structured its Community Health Needs Assessment (CHNA) and Community Health Implementation Plan (CHIP) using a lifespan approach. This framework organizes data, priorities and strategies by key stages of life — recognizing that health needs and the factors that shape them shift as individuals grow, age and move through different phases of life.

CHRISTUS Santa Rosa identified three to five leading health indicators within each of the following four life stages:

- **Maternal and early childhood** (pregnancy through age 4)
- **School-age children and adolescents** (ages 5–17)
- **Adults** (ages 18–64)
- **Older adults** (ages 65 and up)

Segmenting our work in this way ensures that interventions are age-appropriate, culturally responsive and aligned with the unique developmental, social and health needs of each phase of life. At the same time, we recognize that health is deeply interconnected — maternal health influences infant outcomes, early trauma can shape lifelong well-being and investments in one life stage often ripple into the next.

By using a lifespan approach, CHRISTUS Santa Rosa Health System and its partners can deliver more precise, equitable and coordinated

responses across the continuum of care — laying stronger foundations for health today and for generations to come.

Prioritization Process

To determine the most pressing community health needs for the 2026-2028 Community Health Implementation Plan (CHIP), CHRISTUS Santa Rosa Health System used a data-informed and community-driven approach grounded in the Results-Based Accountability (RBA) framework. This methodology ensures that decisions are rooted in both quantitative data and the lived experiences of the communities we serve.

A series of community indicator workgroups — organized by life stage — brought together residents, partners and subject matter experts to explore what good health looks like across the lifespan:

- **Maternal and early childhood**
- **School-age children and adolescents**
- **Adults**
- **Older adults**

During these sessions, participants reviewed CHNA data, discussed emerging health trends and assessed indicators from the prior implementation cycle. They examined local conditions and asked key questions to guide prioritization:

- Can we trust the data?
- Is the indicator easy to explain and understand?
- Does it represent a broader community condition?

This process incorporated tools from the RBA model, including the “turn the curve” concept — which focuses on using trend data to assess whether community conditions are improving over time. Rather than

emphasizing short-term fluctuations, this model helps evaluate whether strategies are beginning to shift long-term trends in a positive direction.

Based on these discussions, each workgroup identified three to five leading health indicators for their respective life stage. These indicators now serve as a shared focus for CHRISTUS Santa Rosa Health System’s strategies, investments and partnerships over the next three years — ensuring that improvement efforts are targeted, measurable and responsive to community voice.



Lifespan Priority Indicators of 2026-2028

The following table summarizes the priority indicators selected through the community indicator workgroups and formally approved by the CHRISTUS Santa Rosa Health System's board of directors. These indicators represent the most urgent and actionable health and social needs across each stage of life, informed by both community input and data analysis conducted during the Community Health Needs Assessment (CHNA) process.

These leading indicators will serve as the foundation for the 2026-2028 Community Health Implementation Plan (CHIP), guiding program strategies, investments and partnerships aimed at “turning the curve” on health outcomes across the lifespan.

For a detailed explanation of each indicator — including baseline data, trend analysis and community context — please refer to the CHRISTUS Santa Rosa Health System Community Health Needs Assessment, available at:
CHRISTUShealth.org/connect/community/community-needs.

CHRISTUS SANTA ROSA HOSPITAL - SAN MARCOS LEADING INDICATORS			
Maternal Health and Early Childhood Health	School-Age Children and Adolescent Health	Adult Health	Older Adult Health
<i>Mothers and babies will have access to the care and support needed for healthy pregnancies, childbirth, growth and development.</i>	<i>Children will be well-equipped with the care and support to grow up physically and mentally healthy.</i>	<i>Adults will have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.</i>	<i>Older adults will have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being.</i>
• Maternal Wellbeing • Healthy births • Food insecurity • Childcare	• Access to care • Mental/Behavioral health • Suicide • Food insecurity	• Access to care • Medication affordability • Mental/Behavioral health • Food insecurity • Housing instability	• Access to care • Preventative/Specialty care • Poverty • Caregivers

CHRISTUS SANTA ROSA HEALTH SYSTEM AND CHRISTUS CHILDREN'S (SAN ANTONIO) | LEADING INDICATORS

Maternal Health and Early Childhood Health	School-Age Children and Adolescent Health	Adult Health	Older Adult Health
<i>Mothers and babies will have access to the care and support needed for healthy pregnancies, childbirth, growth and development.</i>	<i>Children will be well-equipped with the care and support to grow up physically and mentally healthy.</i>	<i>Adults will have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.</i>	<i>Older adults will have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being.</i>
• Maternal Wellbeing • Mental/Behavioral health • Early and ongoing prenatal care • Food insecurity • Childcare	• Access to care • Mental/Behavioral health • Food insecurity	• Access to care • Medication affordability • Mental/Behavioral health • Food insecurity • Housing • Chronic diseases	• Access to care • Mental/Behavioral health • Food insecurity • Housing • Safety • Chronic disease (obesity, pain, heart disease, diabetes, Alzheimer's)

CHRISTUS SANTA ROSA HOSPITAL - NEW BRAUNFELS LEADING INDICATORS			
Maternal Health and Early Childhood Health	School-Age Children and Adolescent Health	Adult Health	Older Adult Health
<i>Mothers and babies will have access to the care and support needed for healthy pregnancies, childbirth, growth and development.</i>	<i>Children will be well-equipped with the care and support to grow up physically and mentally healthy.</i>	<i>Adults will have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.</i>	<i>Older adults will have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being.</i>
• Maternal Wellbeing • Healthy births • Food insecurity • Childcare	• Access to care • Mental/Behavioral health • Suicide • Food insecurity	• Access to care • Medication affordability • Mental/Behavioral health • Food insecurity • Housing instability • Chronic illnesses (obesity, pain, heart disease, diabetes, Alzheimer's)	• Access to care • Chronic disease (obesity, pain, heart disease, diabetes, Alzheimer's) • Preventative/Specialty care • Poverty • Caregivers • Safety

Needs That Are Not Being Addressed

The CHRISTUS Santa Rosa Health System's 2026-2028 Community Health Needs Assessments (CHNA) identified a broad range of important health and social needs across our service area. However, not all these needs fall within the direct scope of services or resources that CHRISTUS Santa Rosa Health System (San Antonio, New Braunfels & San Marcos) and CHRISTUS Children's can lead or sustain independently. Some community issues require specialized focus, infrastructure or mission alignment of other organizations, agencies or collaborative groups better positioned to lead efforts in those areas.

Examples of these needs may include, but are not limited to:

- Transportation barriers

Although CHRISTUS Santa Rosa Health System will not serve as the primary lead on these issues, we recognize their direct impact on health outcomes and the overall well-being of our patients and communities. For this reason, we remain deeply committed to collaborating with community partners who address these needs, participating in coalitions, supporting aligned initiatives and ensuring that our strategies complement and enhance their work.

The "Strategies" section that follows will highlight where CHRISTUS Santa Rosa Health System is playing a supportive or collaborative role on these issues, including how we are coordinating with trusted organizations and multi-sector partners. These collaborative efforts are essential to building a more comprehensive, equitable and effective system of care across our region.



Chapter 4: Strategies



Strategies

The implementation strategies in the following sections are organized according to the lifespan stages identified in the 2026-2028 Community Health Needs Assessment (CHNA). Each section outlines the approaches CHRISTUS Santa Rosa Health System will use to address priority health indicators, categorized into three distinct strategy types: hospital direct care strategies, community funding strategies and community partner strategies.

As you review the leading health indicators across each life stage, you'll find existing and planned programs that respond to specific community needs. These interventions fall into one of the following categories:

Hospital direct care strategies (“We lead”): initiatives led directly by CHRISTUS Santa Rosa Health System typically aligned with hospital and clinical operations; examples include expanding access to specialty care, implementing chronic disease management programs and enhancing behavioral health services

Community funding strategies (“We fund”): efforts supported financially by CHRISTUS Santa Rosa Health System through grants and community benefit investments; these include programs funded through the CHRISTUS Community Impact Fund and other local investments designed to address gaps in care and promote health equity

Community partner strategies (“They lead”): collaborative efforts led by community organizations, with CHRISTUS Santa Rosa Health System playing a supportive role through active participation, advisory board membership or joint initiatives; examples include partnerships with schools, faith-based communities and nonprofit coalitions.

To reflect the unique needs and assets of the communities we serve, this chapter breaks out strategies by location: CHRISTUS Santa Rosa Health System. While all strategies are aligned under a shared mission and framework, each site's approach is tailored to local priorities, partnerships and population health trends. This structure ensures that

our efforts are both regionally coordinated and locally responsive — meeting people where they are, with the care and support they need.

San Antonio

This section outlines implementation strategies specific to CHRISTUS Santa Rosa Hospital – Alamo Heights, CHRISTUS Santa Rosa Hospital – Westover Hills and CHRISTUS Children’s San Antonio campuses. These strategies reflect the unique health needs, assets and partnerships within the urban core and pediatric populations we serve. Informed by local data and community input, the following initiatives are designed to address priority indicators across the lifespan — with a particular emphasis on maternal and child health, behavioral health, chronic disease prevention and access to care. Whether led by hospital teams, supported through community investments or implemented in collaboration with trusted partners, these strategies represent our commitment to advancing health equity and whole-person care in San Antonio.



Maternal and Early Childhood

RESULT: Mothers and babies will have access to the care and support needed for healthy pregnancies, childbirth, growth and development.

LEAD INDICATORS

- Access to care
- Mental/behavioral health
- Early and ongoing prenatal care
- Food insecurity
- Childcare

DATA MEASURES

- Prenatal care
- Infant mortality
- Child and teen vaccination
- Food security
- Infant death rates

MATERNAL AND EARLY CHILDHOOD STRATEGIES

HOSPITAL DIRECT CARE STRATEGIES	COMMUNITY FUNDING STRATEGIES	COMMUNITY PARTNER STRATEGIES
CHRISTUS Children's • Maternal and pediatric specialist • Certified child life specialist and facility support dog program • Dedicated maternal, neonatal and pediatric transport by ground or air • Eight maternal and pediatric specialty clinic locations • Inpatient and outpatient pediatric rehabilitation • Level 3 epilepsy center • Level III maternal program w/OB emergency room • Level IV NICU • Minimally invasive surgical suites with advanced robotic technology • Private birthing suites and antepartum rooms • Ambulatory surgical centers • CHRISTUS Trinity Clinic primary and specialty care • Freestanding emergency centers, homecare, hospice and palliative care and on demand care CHRISTUS Westover Hills • Advanced stroke care	Bexar County Community Health Collaborative: major health organizations working together to conduct a comprehensive health needs assessment and working together to develop a powerful network of citizens, community organizations and businesses solving critical community health needs, while efficiently utilizing resources; the result is a robust, less duplicative, more synergistic approach to solving critical community health needs, while efficiently utilizing resources; major health care organizations collaborate to conduct a comprehensive health assessment and respond to improving the health status of the community by working together Mission: to improve the health status of the community through collaborative means CASA of Central Texas — advance health and well-being — mental health and well-being — advocacy for abused and neglected children: to connect recently discharged hospital patients with chronic medical conditions with CHWs to avoid rehospitalization and improve their quality of life	MATERNAL WELLBEING: Collaborate with community partners addressing uninsured/underinsured, geographic isolation, integrating social services with clinical care, strengthening social support systems, affordable daycare and financial constraints, which exacerbate health disparities. • Ascension DePaul Services - La Mision Family Health Center: provides primary care for adults, adolescents, pediatrics, dental, counseling, social services, laboratory and radiology services • EnrollISA: ensuring that everyone has access to essential health care. Educating and assisting with enrolling in marketplace • Community First Health Plans: providing affordable health coverage available only to Bexar County residents • Methodist Healthcare Ministries — Westley Health & Wellness Center: enhancing well-being through educational events and classes, screenings, transportation to medical facilities and many other activities that connect with living, working and playing; providing medical, dental and behavioral health needs of the uninsured MENTAL/BEHAVIORAL HEALTH – Collaborate with community partners providing professional guidance and

• Comprehensive orthopedic and sports medicine services • Diabetic nurse practitioner • Digestive disease center with advanced gastrointestinal procedures • Full-spectrum cardiac care, including electrophysiology lab and rehabilitation • interventional radiology • Leading-edge technology, including de Vinci 5 • Level II neonatal intensive care unit • Level IV maternal designation w/OB ER, labor and delivery, private birthing rooms and antepartum rooms • Neurosurgical and spinal care • Outpatient rehabilitation services • Pediatric emergency room • Private labor and delivery suites • State-of-the-art imaging services at imaging center • Weight Loss institute program • Wond/ostomy care and hyperbaric services CHRISTUS Alamo Heights • Advanced ear, nose and throat surgical services • Comprehensive orthopedic and sports medicine surgical services • Digestive and gastrointestinal treatments • Leading-edge technology, including da Vinci 5 • Neurosurgical and spine care • Oncologic breast care services • State-of-the-art imaging services • Urological and Urogynecological services	Catholic Charities, Archdiocese of SA — build resilient communities and improve social determinants of safe housing: to provide transitional shelter, educational training, access to birthing support, prenatal and postnatal programs and mental health services to unhoused, pregnant women Catholic Charities — Family Connect: visit during hospital stay or call you after being discharged for in-home visit or telephone visit; nurses will check mother and baby, birthing parent and the whole family, providing health checkups to feeding support to scheduling doctor's appointments; nurses are there to make sure the mother, baby and family are happy and healthy Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women's Shelter — advance health and well-being — mental health and well-being — Marla's place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse RISE School of San Antonio: to deliver comprehensive education, intervention and therapy services to students one to five years old	personal treatment reframing negative thought patterns and managing symptoms of anxiety and depression • Clarity Child Guidance Center: providing assessment and diagnosing mental illness in children and ensuring their progress toward recommended treatment • CommuniCare Pediatric Clinics: providing primary health care system with pediatrics, family medicine and women's health services, dental services, behavioral health, cardiology, WIC, family medical services, family medicine services and health services • National Alliance on Mental Illness (NAMI) Mental Health Support: dedicated to building better lives by raising awareness and providing support and mental health education; support groups, Nami Helpline, publications, webinars and counseling EARLY AND ONGOING PRENATAL CARE – Collaborate with community partners who initiate care as soon as possible with a comprehensive needs assessment and following a tailored, consistent schedule of checkups, screenings, and education throughout pregnancy (pre and post) • Catholic Charities: focus on the needs of individuals and families, emphasizing social justice, social teachings and community service; food pantry, clothes closet, counseling services, senior services, Caritas Legal Services, tax services, SA Birth Doulas, Family Connect, after school-programs FOOD INSECURITY - Collaborate with community partners in enhancing the logistics of food supply to ensure that nutritious food is accessible to those in need. • Catholic Charities: focuses on the needs of individuals and families, emphasizing social justice, social teachings and community service; food pantry, clothes closet, counseling services, senior services, Caritas Legal Services, tax services, SA Birth Doulas, Family Connect, after school-programs
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	San Antonio Food Bank (build resilient communities and improve social determinants — healthy food access — food is medicine: to provide food to those who are food insecure and are experiencing heart failure; educates and helps with SNAP benefits, farmer's market, job search, nutrition, health and wellness and programs for children, seniors and pets CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in resources, amplify voices and collaborate with the community to curate equitable sustainable solutions that improve health and social conditions for the common good CHRISTUS — dental clinic: dental care access for any child, regardless of financial capacity or medical condition; services include dental exams, X-rays, cleanings, extractions, fillings, orthodontics and crowns CHRISTUS — lactation services and car seat education: certified health care professionals provide lactation education covering basic breastfeeding management such as anatomy, positioning and latch and common breastfeeding challenges; car seat education is also offered; certified staff provide education on child passenger safety and the importance of quality car seats being properly installed CHRISTUS — mammography: provides mammograms and screening services, using	CHILDCARE – Collaborate with community partners in addressing childcare options for free or low-cost early childhood education • City of SA — CCS: part-time or full-time childcare subsidies through 600 childcare providers; for children under 13 or under 19 for children with disabilities • Texas Workforce Solutions Alamo: connects people with job training, job fairs, childcare, etc., supporting 13 counties • United Way of San Antonio & Bexar County — UW's Women United: provides childcare scholarships to help parents with the cost of childcare, while they are enrolled in college full-time or working and enrolled part-time • House of Neighborly Services: provides child and family wellness and child development; empowering children and families through social-emotional support, early intervention, mental health resources connection and the growth of those who care for them; Kid's Place child development center improves the social-emotional, physical and intellectual development of children; offers school supplies, diapers, clothing, holiday meals and gifts
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	innovative and top-notch technology, along with access to CHRISTUS Santa Rosa System's integrated care if further diagnostic or treatments are needed; in Bexar, Comal and surrounding counties for free to uninsured and underinsured women CHRISTUS — nursing education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals; demonstrates the importance and sustained value of medical education and formation programs within the hospital system CHRISTUS — pedi mobile: provides children and their immediate family members with essential services, such as wellness exams, treatment for minor illnesses and vaccines in one convenient location; the mobile clinic team offers referrals for specialty care, education, assistance applying for Medicaid and CHIP and prescription assistance; children receive early periodic screening, diagnostic and treatment (EPSDT) evaluations aimed at providing comprehensive and preventative health care services for Medicaid recipients under 21; EPSD helps ensure access to preventative, dental, vision, hearing, mental health and specialty services; mission: serve the needs of children from uninsured/underinsured families who live in vulnerable communities across SA; the goal is to establish medical homes for every child in the target area, reduce emergency room visits, increase immunization rates and increase parent's knowledge of health topics	
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	CHRISTUS — WIC: non-emergency special supplemental nutrition program for women, infants and children; if qualified, can receive food benefits redeemable at grocery stores for nutritious foods, nutrition education and counseling, breastfeeding support and health care referrals at no cost; services are available to pregnant, postpartum and breastfeeding women, as well as infants and children up to age 5 The Southwest Texas Regional Advisory Council (STRAC): designated by the Texas Department of State Health Services (DSHS); a leader in the Texas Trauma System oversees dozens of essential programs and projects for the trauma and emergency health care system in and around San Antonio, Texas, partnering with members, local government and non-government organizations; mission: to reduce death and disabilities related to trauma, disaster and acute illness through the implementation of well-planned and coordinated regional emergency response systems (San Antonio and New Braunfels)	

School-Age Children and Adolescent Health

RESULT: Children will be well-equipped with the care and support to grow up physically and mentally healthy.

LEAD INDICATORS

- Access to care
- Mental/behavioral health
- Food insecurity

DATA MEASURES

- Child and teen immunization
- Maternal well-being
- Infant well-being
- Mental health
- Drug and other substance
- Food security

SCHOOL-AGE CHILDREN AND ADOLESCENT HEALTH STRATEGIES

HOSPITAL DIRECT CARE STRATEGIES	COMMUNITY FUNDING STRATEGIES	COMMUNITY PARTNER STRATEGIES
CHRISTUS Children's • Maternal and pediatric specialist • Certified child life specialist and facility dog program • Dedicated maternal, neonatal and pediatric transport by ground or air • Eight maternal and pediatric specialty clinic locations • Inpatient and outpatient pediatric rehabilitation • Level 3 epilepsy center • Level III maternal program w/OB emergency room • Level IV NICU • Minimally invasive surgical suites with advanced robotic technology • Private birthing suites and antepartum rooms • Ambulatory surgical centers • CHRISTUS Trinity Clinic primary and specialty care	Bexar County Community Health Collaborative: major health organizations working together to conduct a comprehensive health needs assessment and working together to develop a powerful network of citizens, community organizations and businesses solving critical community health needs, while efficiently utilizing resources CASA of Central Texas — advance health and well-being — mental health and well-being — advocacy for abused and neglected children: to connect recently discharged hospital patients with chronic medical conditions with CHWs to avoid rehospitalization and improve their quality of life Catholic Charities, Archdiocese of SA — build resilient communities and improve social determinants of safe housing: to provide transitional shelter, educational training, access to birthing support, prenatal and postnatal programs and mental health services to unhoused, pregnant women	ACCESS to CARE: Collaboration with community partners addressing lack of uninsured/underinsured, geographic isolation and financial constraints, which exacerbate health disparities. • Ascension DePaul Services - La Mision Family Health Center: provides primary care for adults, adolescents, pediatrics, dental, counseling, social services, laboratory and radiology • CentroMed: provides primary care clinic that provides accessible services; helping to meet the needs of the most vulnerable residents; pediatric, women's health, family medicine, dental care, optometry, podiatry, pharmacy, WIC, ACA Marketplace Connection, fitness and Prevent T2 • CommuniCare: primary health care system with pediatrics, family medicine and women's health services, dental services, behavioral health, cardiology, WIC, family medical services, family medicine services and health services

• Freestanding emergency centers, homecare, hospice and palliative care and on demand care CHRISTUS Westover Hill • Advanced stroke care • Comprehensive orthopedic and sports medicine services • Diabetic nurse practitioner • Digestive disease center with advanced gastrointestinal procedures • Full-spectrum cardiac care, including electrophysiology lab and rehabilitation • interventional radiology • Leading-edge technology, including de Vinci 5 • Level II neonatal intensive care unit • Level IV maternal designation w/OB ER, labor and delivery, private birthing rooms and antepartum rooms • Neurosurgical and spinal care • Outpatient rehabilitation services • Pediatric emergency room • Private labor and delivery suites • State-of-the-art imaging services at imaging center • Weight Loss institute program • Wond/ostomy care and hyperbaric services • CHRISTUS Alamo Heights • Advanced ear, nose and throat surgical services • Comprehensive orthopedic and sports medicine surgical services • Digestive and gastrointestinal treatments • Leading-edge technology, including da Vinci 5 • Neurosurgical and spine care • Oncologic breast care services • State-of-the-art imaging services • Urological and Ur gynecological services	Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women’s Shelter — advance health and well-being — mental health and well-being — Marla's place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse RISE School of San Antonio: to deliver comprehensive education, intervention and therapy services to students one to five years old San Antonio Food Bank (build resilient communities and improve social determinants — healthy food access — food is medicine: to provide food to those who are food insecure and are experiencing heart failure; educates and helps with SNAP benefits, farmer’s market, job search, nutrition, health and wellness and programs for children, seniors and pets CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in	• Community First Health Plans: health coverage affordable and available only to members of the community • EnrollISA: community partners dedicated to ensuring that everyone has access to essential health care • Bowen Eye Care and Health Center: state-of-the-art clinic providing traditional patient care with modern clinical technology, including some of the most advanced imaging equipment for diagnosing eye disease for adults, cornea, contact lenses, dry eye, neuro-optometric rehabilitation, pediatric, peri-operative, sports and vision enhancement, visual neurophysiology, vision therapy and binocular vision • Texas Diaper Bank: provides senior care essentials, parental essentials and menstrual supplies, as well as other community resources MENTAL/BEHAVIORAL HEALTH – Collaborate with community partners providing professional guidance and personal treatment reframing negative thought patterns and managing symptoms of anxiety and depression • Clarity Child Guidance Center: providing assessment and diagnosing mental illness in children and ensuring their progress toward recommended treatment • CommuniCare Pediatric Clinics: providing primary health care system with pediatrics, family medicine and women’s health services, dental services, behavioral health, cardiology, WIC, family medical services, family medicine services and health services • National Alliance on Mental Illness (NAMI) Mental Health Support: dedicated to building better lives by raising awareness and providing support and mental health education; support groups, Nami Helpline, publications, webinars and counseling • Family Services Association of SA: to expand access to mental health services to underserved
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	resources, amplify voices and collaborate with the community to curate equitable sustainable solutions that improve health and social conditions for the common good CHRISTUS — lactation services and car seat education: certified health care professionals provide lactation education covering basic breastfeeding management such as anatomy, positioning and latch and common breastfeeding challenges; car seat education is also offered; certified staff provide education on child passenger safety and the importance of quality car seats being properly installed CHRISTUS — nursing education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals; demonstrates the importance and sustained value of medical education and formation programs within the hospital system CHRISTUS — pedi mobile: provides children and their immediate family members with essential services, such as wellness exams, treatment for minor illnesses and vaccines in one convenient location; the mobile clinic team offers referrals for specialty care, education, assistance applying for Medicaid and CHIP and prescription assistance; children receive early periodic screening, diagnostic and treatment (EPSDT) evaluations aimed at providing comprehensive and preventative health care services for Medicaid recipients under 21; EPSD helps ensure access to preventative, dental, vision, hearing, mental health and specialty services; mission: serve the needs of	communities through school-based mental health services • House of Neighborly Services: provides opportunities that encourage, educate and empower the family. Addresses basic needs and offers access to mental health services to underserved communities through school-based mental health services • Methodist Healthcare Ministries — Westley Health & Wellness Center: enhancing well-being through educational events and classes, screenings, transportation to medical facilities and many other activities that connect with living, working and playing; providing medical, dental and behavioral health needs of the uninsured FOOD INSECURITY - Collaborate with community partners in enhancing the logistics of food supply to ensure that nutritious food is accessible to those in need. • San Antonio Food Bank: educates and helps with SNAP benefits, farmer's market, job search, nutrition, health and wellness and programs for children, seniors and pets • Catholic Charities: focuses on the needs of individuals and families, emphasizing social justice, social teachings and community service; food pantry, clothes closet, counseling services, senior services, Caritas Legal Services, tax services, SA Birth Doula, Family Connect, after school-programs
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	children from uninsured/underinsured families who live in vulnerable communities across SA; the goal is to establish medical homes for every child in the target area, reduce emergency room visits, increase immunization rates and increase parent's knowledge of health topics CHRISTUS — WIC: non-emergency special supplemental nutrition program for women, infants and children; if qualified, can receive food benefits redeemable at grocery stores for nutritious foods, nutrition education and counseling, breastfeeding support and health care referrals at no cost; services are available to pregnant, postpartum and breastfeeding women, as well as infants and children up to age 5 CHRISTUS — sports clinic: free Saturday sports injury screening clinic; offers comprehensive sports medicine services; these clinics provide care for athletes of all ages and skill levels, focusing on injury treatment, performance optimization and injury prevention; key services include orthopedic care, sports injury rehabilitation and sports physicals The Southwest Texas Regional Advisory Council (STRAC): designated by the Texas Department of State Health Services (DSHS); a leader in the Texas Trauma System oversees dozens of essential programs and projects for the trauma and emergency health care system in and around San Antonio, Texas, partnering with members, local government and non-government organizations; mission: to reduce death and disabilities related to trauma, disaster and acute illness through the implementation of well-planned and coordinated regional emergency response systems (San Antonio and New Braunfels)	
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Adult Health

RESULT: Adults will have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.

LEAD INDICATORS

- Access to care
- Medication affordability
- Mental/behavioral health
- Food insecurity
- Housing
- Chronic diseases

DATA MEASURES

- Older adult vaccinations
- Routine screening and testing
- Mental health
- Drug and other substance
- Food security
- Housing availability, affordability and diversity
- Prescription medicine

ADULT HEALTH STRATEGIES		
HOSPITAL DIRECT CARE STRATEGIES	COMMUNITY FUNDING STRATEGIES	COMMUNITY PARTNER STRATEGIES
CHRISTUS Children's • Maternal and pediatric specialist • Certified child life specialist and facility dog program • Dedicated maternal, neonatal and pediatric transport by ground or air • Eight maternal and pediatric specialty clinic locations • Inpatient and outpatient pediatric rehabilitation • Level 3 epilepsy center • Level III maternal program w/OB emergency room • Level IV NICU • Minimally invasive surgical suites with advanced robotic technology	Bexar County Community Health Collaborative: major health organizations working together to conduct a comprehensive health needs assessment and working together to develop a powerful network of citizens, community organizations and businesses solving critical community health needs, while efficiently utilizing resources Catholic Charities, Archdiocese of SA — build resilient communities and improve social determinants of safe housing: to provide transitional shelter, educational training, access to birthing support, prenatal and postnatal programs and mental health services to unhoused, pregnant women	ACCESS to CARE - Collaboration with community partners addressing uninsured/underinsured, geographic isolation and financial constraints, which exacerbate health disparities. • Community First Health Plans: health coverage affordable and available only to members of the community • EnrollSA: community partners dedicated to ensuring that everyone has access to essential health care • CommuniCare: primary health care system with pediatrics, family medicine and women's health services, dental services, behavioral health, cardiology, WIC, family medical services, family medicine services and health services • CentroMed: an integrated primary care clinic that provides accessible services; helping to meet the

• Private birthing suites and antepartum rooms • Ambulatory surgical centers • CHRISTUS Trinity Clinic primary and specialty care • Freestanding emergency centers, homecare, hospice and palliative care and on demand care CHRISTUS Westover Hill • Advanced stroke care • Comprehensive orthopedic and sports medicine services • Diabetic nurse practitioner • Digestive disease center with advanced gastrointestinal procedures • Full-spectrum cardiac care, including electrophysiology lab and rehabilitation • interventional radiology • Leading-edge technology, including de Vinci 5 • Level II neonatal intensive care unit • Level IV maternal designation w/OB ER, labor and delivery, private birthing rooms and antepartum rooms • Neurosurgical and spinal care • Outpatient rehabilitation services • Pediatric emergency room • Private labor and delivery suites • State-of-the-art imaging services at imaging center • Weight Loss institute program • Wond/ostomy care and hyperbaric services CHRISTUS Alamo Heights • Advanced ear, nose and throat surgical services • Comprehensive orthopedic and sports medicine surgical services	Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women’s Shelter — advance health and well-being — mental health and well-being — Marla’s place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse Ride Connect Texas — build resilient communities and improve social determinants — health food access: transportation to social determinants of health to ensure that older adults with disabilities, unable to drive, can safely reach destinations for health care and social activities with free to low-cost transportation San Antonio Food Bank (build resilient communities and improve social determinants — healthy food access — food is medicine: to provide food to those who are food insecure and are experiencing heart failure; educates and helps with SNAP benefits, farmer’s market, job search, nutrition, health and wellness and programs for children, seniors and pets CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being	needs of the most vulnerable residents; pediatric, women’s health, family medicine, dental care, optometry, podiatry, pharmacy, WIC, ACA Marketplace Connection, fitness and Prevent T2 MEDICATION AFFORDABILITY: • Prescription lifeline – Patient assistance program working to get medication free from the manufacturer • Bexar County Assistance Programs – providing financial assistance programs for rent, bill pay services, prescription, utility and mortgage assistance. MENTAL/BEHAVIORAL HEALTH • Catholic Charities: focuses on the needs of individuals and families, emphasizing social justice, social teachings and community service; food pantry, clothes closet, counseling services, senior services, Caritas Legal Services, tax services, SA Birth Doulas, Family Connect, after school-programs • House of Neighborly Services: Senior health and family wellness empowering families through social-emotional support. Addresses basic needs and offers access to mental health services. • National Alliance on Mental Illness (NAMI) Mental Health Support: dedicated to building better lives by raising awareness and providing support and mental health education; support groups, Nami Helpline, publications, webinars and counseling FOOD INSECURITY - Collaborating with community partners in enhancing the logistics of food supply to ensure that nutritious food is accessible to those in need. • San Antonio Food Bank: educates and helps with SNAP benefits, farmer’s market, job search, nutrition, health and wellness and programs for children, seniors and pets • Catholic Charities: focuses on the needs of individuals and families, emphasizing social justice, social teachings and community service;
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• Digestive and gastrointestinal treatments • Leading-edge technology, including da Vinci 5 • Neurosurgical and spine care • Oncologic breast care services • State-of-the-art imaging services • Urological and Ur gynecological services	CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in resources, amplify voices and collaborate with the community to curate equitable sustainable solutions that improve health and social conditions for the common good CHRISTUS — diabetes education: comprehensive diabetes education and support programs; recognized by the American Diabetes Association, aimed to empower individuals with the knowledge and skills needed to manage their diabetes effectively; offering a range of services, including personalized treatment plans, specialized care for pediatric diabetes, educational resources for managing blood sugar, diet and overall health CHRISTUS — mammography: provides mammograms and screening services, using innovative and top-notch technology, along with access to CHRISTUS Santa Rosa System’s integrated care if further diagnostic or treatments are needed; in Bexar, Comal and surrounding counties for free to uninsured and underinsured women CHRISTUS — nursing education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals; demonstrates the importance and sustained value of medical education and formation programs within the hospital system	food pantry, clothes closet, counseling services, senior services, Caritas Legal Services, tax services, SA Birth Doula, Family Connect, after school-programs • Meals on Wheels: supports older and disabled neighbors to remain healthier and independent in their own homes, where they want to be, avoiding far more costly health care alternatives, such as unnecessary trips to the emergency room, hospitalizations and nursing homes placements; MOW prepares and delivers nutritious meals each weekday to older and disabled individuals living throughout Bexar and South-Central Texas HOUSING - Collaborate with community partners in addressing affordable housing, rental assistance programs, and preserving tenant protection • City of San Antonio Housing Base – Assisting people search and locate affordable housing. Provide mortgage and rental assistance, as well as utility assistance. • Opportunity Home – apply for assisted housing programs and public housing programs and apply for the housing choice voucher program CHRONIC DISEASES - Collaborate with community partners, healthcare team, practicing self-care through healthy lifestyle, and building a stronger support system. Includes medical care, education, and maintaining physical and mental health with balanced diet. • American Diabetes Association: promoting healthy living and education on preventing and living with diabetes • American Heart Association: promoting healthy living and education living with cardiovascular disease • Owen Eye Care and Health Center: state-of-the art clinic providing traditional patient care with modern clinical technology, including, some of the most advanced imaging equipment for diagnosing eye disease for adults, cornea, contact lenses, dry eye, neuro-optometric
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	The Southwest Texas Regional Advisory Council (STRAC): designated by the Texas Department of State Health Services (DSHS); a leader in the Texas Trauma System oversees dozens of essential programs and projects for the trauma and emergency health care system in and around San Antonio, Texas, partnering with members, local government and non-government organizations; mission: to reduce death and disabilities related to trauma, disaster and acute illness through the implementation of well-planned and coordinated regional emergency response systems (San Antonio and New Braunfels)	rehabilitation, pediatric, peri-operative, sports and vision enhancement, visual neurophysiology, vision therapy and binocular vision • Grace Place Alzheimer's Activity Center: provides socialization and activities for those living with Alzheimer's or related dementia; these activities focus on the strengths and remaining abilities of our clients and are facilitated by staff who are trained in dementia care; for family members, caring for a person with dementia can be difficult and stressful; our goal is to alleviate stress by providing affordable and safe respite care so our clients' families can live a more healthy and balanced life; caregiver respite

Older Adult Health

RESULT: All older adults will have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being.

LEAD INDICATORS

- Access to care
- Mental/behavioral health
- Food insecurity
- Housing
- Safety
- Chronic diseases

DATA MEASURES

- Older adult vaccination
- Routine screening and testing
- Mental health
- Food security
- Housing availability, affordability and diversity drug and other substance

OLDER ADULT HEALTH STRATEGIES		
HOSPITAL DIRECT CARE STRATEGIES	COMMUNITY FUNDING STRATEGIES	COMMUNITY PARTNER STRATEGIES
CHRISTUS Children's • Maternal and pediatric specialist • Certified child life specialist and facility dog program • Dedicated maternal, neonatal and pediatric transport by ground or air • Eight maternal and pediatric specialty clinic locations • Inpatient and outpatient pediatric rehabilitation • Level 3 epilepsy center • Level III maternal program w/OB emergency room • Level IV NICU • Minimally invasive surgical suites with advanced robotic technology	Bexar County Community Health Collaborative: major health organizations working together to conduct a comprehensive health needs assessment and working together to develop a powerful network of citizens, community organizations and businesses solving critical community health needs, while efficiently utilizing resources Catholic Charities, Archdiocese of SA — build resilient communities and improve social determinants of safe housing: to provide transitional shelter, educational training, access to birthing support, prenatal and postnatal programs and mental health services to unhoused, pregnant women Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed	ACCESS to CARE: Collaboration with community partners addressing uninsured/underinsured, geographic isolation and financial constraints, which exacerbate health disparities. • Bowen Eye Care and Health Center: state-of-the-art clinic providing traditional patient care with modern clinical technology, including some of the most advanced imaging equipment for diagnosing eye disease for adults, cornea, contact lenses, dry eye, neuro-optometric rehabilitation, pediatric, peri-operative, sports and vision enhancement, visual neurophysiology, vision therapy and binocular vision • Catholic Charities: focuses on the needs of individuals and families, emphasizing social justice, social teachings and community service; food pantry, clothes closet, counseling services, senior services, Caritas Legal Services, tax

• Private birthing suites and antepartum rooms • Ambulatory surgical centers • CHRISTUS Trinity Clinic primary and specialty care • Freestanding emergency centers, homecare, hospice and palliative care and on demand care • CHRISTUS Westover Hill • Advanced stroke care • Comprehensive orthopedic and sports medicine services • Diabetic nurse practitioner • Digestive disease center with advanced gastrointestinal procedures • Full-spectrum cardiac care, including electrophysiology lab and rehabilitation • interventional radiology • Leading-edge technology, including de Vinci 5 • Level II neonatal intensive care unit • Level IV maternal designation w/OB ER, labor and delivery, private birthing rooms and antepartum rooms • Neurosurgical and spinal care • Outpatient rehabilitation services • Pediatric emergency room • Private labor and delivery suites • State-of-the-art imaging services at imaging center • Weight Loss institute program • Wond/ostomy care and hyperbaric services • CHRISTUS Alamo Heights	mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women’s Shelter — advance health and well-being — mental health and well-being — Marla’s place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse Ride Connect Texas — build resilient communities and improve social determinants — health food access: transportation to social determinants of health to ensure that older adults with disabilities, unable to drive, can safely reach destinations for health care and social activities with free to low-cost transportation San Antonio Food Bank (build resilient communities and improve social determinants — healthy food access — food is medicine: to provide food to those who are food insecure and are experiencing heart failure; educates and helps with SNAP benefits, farmer’s market, job search, nutrition, health and wellness and programs for children, seniors and pets CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in resources, amplify voices and collaborate with the community to curate equitable	services, SA Birth Doulas, Family Connect, after school-programs • CentroMed: an integrated primary care clinic that provides accessible services; helping to meet the needs of the most vulnerable residents; pediatric, women’s health, family medicine, dental care, optometry, podiatry, pharmacy, WIC, ACA Marketplace Connection, fitness and Prevent T2 • CommuniCare: primary health care system with pediatrics, family medicine and women’s health services, dental services, behavioral health, cardiology, WIC, family medical services, family medicine services and health services • Community First Health Plans: health coverage affordable and available only to members of the community • EnrollISA: community partners dedicated to ensuring that everyone has access to essential health care FOOD INSECURITY - Collaborate with community partners in enhancing the logistics of food supply to ensure that nutritious food is accessible to those in need. • San Antonio Food Bank: educates and helps with SNAP benefits, farmer’s market, job search, nutrition, health and wellness and programs for children, seniors and pets • Meals on Wheels: supports older and disabled neighbors to remain healthier and independent in their own homes, where they want to be, avoiding far more costly health care alternatives, such as unnecessary trips to the emergency room, hospitalizations and nursing homes placements; MOW prepares and delivers nutritious meals each weekday to older and disabled individuals living throughout Bexar and South-Central Texas MENTAL/BEHAVIORAL HEALTH – Collaborate with community partners providing professional guidance and personal treatment reframing negative thought
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• Advanced ear, nose and throat surgical services • Comprehensive orthopedic and sports medicine surgical services • Digestive and gastrointestinal treatments • Leading-edge technology, including da Vinci 5 • Neurosurgical and spine care • Oncologic breast care services • State-of-the-art imaging services • Urological and Urogynecological services	sustainable solutions that improve health and social conditions for the common good CHRISTUS — diabetes education: comprehensive diabetes education and support programs; recognized by the American Diabetes Association, aimed to empower individuals with the knowledge and skills needed to manage their diabetes effectively; offering a range of services, including personalized treatment plans, specialized care for pediatric diabetes, educational resources for managing blood sugar, diet and overall health CHRISTUS — mammography: provides mammograms and screening services, using innovative and top-notch technology, along with access to CHRISTUS Santa Rosa System's integrated care if further diagnostic or treatments are needed; in Bexar, Comal and surrounding counties for free to uninsured and underinsured women CHRISTUS — nursing education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals; demonstrates the importance and sustained value of medical education and formation programs within the hospital system The Southwest Texas Regional Advisory Council (STRAC): designated by the Texas Department of State Health Services (DSHS); a leader in the Texas Trauma System oversees dozens of essential programs and projects for the trauma and emergency health care system in and around San Antonio, Texas, partnering with members, local government and non-government organizations; mission: to reduce death and disabilities related to trauma, disaster and acute illness through the	patterns and managing symptoms of anxiety and depression • House of Neighborly Services: Senior Health programs that encourage and support healthy aging by facilitating services to reduce social isolation, improve mental and physical health and overall quality of life. • Grace Place Alzheimer's Activity Center: provides socialization and activities for those living with Alzheimer's or related dementia; these activities focus on the strengths and remaining abilities of our clients and are facilitated by staff who are trained in dementia care; for family members, caring for a person with dementia can be difficult and stressful; our goal is to alleviate stress by providing affordable and safe respite care so our clients' families can live a more healthy and balanced life; caregiver respite • National Alliance on Mental Illness (NAMI) Mental Health Support Program: dedicated to building better lives by raising awareness and providing support and mental health education; support groups, Nami Helpline, publications, webinars and counseling HOUSING – Collaborate with community partners in addressing affordable housing, rental assistance programs, and preserving tenant protection • City of San Antonio Housing Base – Assisting people search and locate affordable housing. Provide mortgage and rental assistance, as well as utility assistance. • Opportunity Home – apply for assisted housing programs and public housing programs and apply for the housing choice voucher program SAFETY – Collaborate with community partners focusing on home modifications and elderly abuse programs CHRONIC DISEASES - Collaborate with community partners, healthcare team, practicing self-care
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	implementation of well-planned and coordinated regional emergency response systems (San Antonio and New Braunfels)	through healthy lifestyle, and building a stronger support system. Includes medical care, education, and maintaining physical and mental health with balanced diet. • American Diabetes Association: promoting healthy living and education on preventing and living with diabetes • American Heart Association: promoting healthy living and education living with cardiovascular disease • Owen Eye Care and Health Center: state-of-the-art clinic providing traditional patient care with modern clinical technology, including, some of the most advanced imaging equipment for diagnosing eye disease for adults, cornea, contact lenses, dry eye, neuro-optometric rehabilitation, pediatric, peri-operative, sports and vision enhancement, visual neurophysiology, vision therapy and binocular vision • Grace Place Alzheimer's Activity Center: provides socialization and activities for those living with Alzheimer's or related dementia; these activities focus on the strengths and remaining abilities of our clients and are facilitated by staff who are trained in dementia care; for family members, caring for a person with dementia can be difficult and stressful; our goal is to alleviate stress by providing affordable and safe respite care so our clients' families can live a more healthy and balanced life; caregiver respite
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San Marcos

This section outlines implementation strategies specific to CHRISTUS Santa Rosa Hospital - San Marcos. Rooted in the findings of the Community Health Needs Assessment and shaped by local voices, these strategies reflect the unique health priorities and community dynamics of the San Marcos region. With a focus on rural access, behavioral health, maternal and child wellness and chronic disease prevention, the initiatives presented here are designed to meet the needs of a diverse and growing population. Whether led by hospital teams, supported through community benefit investments, or implemented in partnership with trusted local organizations, these strategies demonstrate our commitment to advancing health equity and whole-person care in San Marcos and surrounding communities.



Maternal and Early Childhood Health

RESULT: Mothers and babies will have access to the care and support needed for healthy pregnancies, childbirth, growth and development.

LEAD INDICATORS

- Access to care
- Healthy births
- Food insecurity
- Childcare

DATA MEASURES

- Preschool enrollment
- Prenatal care in first trimester
- Preterm births
- Average number of prenatal visits
- Infant mortality
- Food insecurity
- Childcare cost burden
- Poverty rate
- Cancer mortality
- Households in poverty not receiving food stamps (SNAP)
- Prenatal care in first trimester

MATERNAL AND EARLY CHILDHOOD STRATEGIES		
Hospital direct care strategies	Community funding strategies	Community partner strategies
"We lead"	"We fund"	"They lead"
Trinity Clinic: provides full-service practice for women's health in Central Texas; trained in addressing complicated obstetrical management, advanced gynecologic treatments and surgeries CHRISTUS Health breast imaging: provides education on warning signs, diagnosis and treatment CHRISTUS Health diagnostics screening: provides necessary screening to address specific women's needs CHRISTUS Health endocrinology: provides the highest level of care and offers services focused on treating patients with diabetes, endocrine diseases, metabolic diseases and more CHRISTUS Health gynecology: supports each woman's health care needs at any stage of life, routine gynecological exam and preparing to give birth CHRISTUS Health heart and vascular: provides comprehensive heart care that is tailored to patient needs CHRISTUS Health hematology: provides services that identify blood disorder CHRISTUS Health infectious disease educates on precautions and prompt treatment CHRISTUS Health labor and delivery: trained and educated in progressive labor and support techniques to ensure pleasant birth experience	Bexar County Community Health Collaborative: major health organizations working together to conduct a comprehensive health needs assessment and working together to develop a powerful network of citizens, community organizations and businesses solving critical community health needs, while efficiently utilizing resources; the result is a robust, less duplicative, more synergistic approach to solving critical community health needs, while efficiently utilizing resources; major health care organizations collaborate to conduct a comprehensive health assessment and respond to improving the health status of the community by working together Mission: to improve the health status of the community through collaborative means CASA of Central Texas — advance health and well-being — mental health and well-being — advocacy for abused and neglected children: to connect recently discharged hospital patients with chronic medical conditions with CHWs to avoid rehospitalization and improve their quality of life Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women's Shelter — advance health and well-being — mental health and well-being —	ACCESS to CARE: Collaboration with community partners addressing lack of insurance, geographic isolation and financial constraints, which exacerbate health disparities. • CommuniCare: providing a wide array of services, including pediatric, family medicine, senior care, women's health and lab services for pediatrics, teens, adults and seniors; offering a sliding fee discount program • EnrollSA: ensuring that every member of our community has access to essential health care coverage through the federal marketplace; mission: to bridge the gap between undeserved consumers and the vital health care resources they deserve; health care is a fundamental human right, and we are committed to making this right a reality for everyone • Hays Interagency: serving as a CHRISTUS representative of nonprofits, a group that coordinates services for individuals and families in Hays County, particularly those with complex needs on healthyhays.org; addressing, affordable health care, housing, transportation, mental health services, cost living, infrastructure, equity of health care, recreation and parks, services for seniors and low-income families and better access to specialized services HEALTHY BIRTHS: Implementing health education and preventative measures to reduce risks before, during and after pregnancy. • CommuniCare: providing a wide array of services, including pediatric, family medicine, senior care, women's health and lab services for pediatrics, teens, adults and seniors; offering a sliding fee discount program

CHRISTUS Health laboratory: provides continuity of patient care CHRISTUS Health nephrology: offers a wide range of adult and pediatric treatment for kidney conditions and disease CHRISTUS Health stroke care: provides stroke care from the emergency department through treatment and rehabilitation CHRISTUS Health — women, infant and children's clinic/WIC: non-emergency special supplemental nutrition program for women, infants and children; if qualified, can receive food benefits redeemable at grocery stores for nutritious foods, nutrition education and counseling, breastfeeding support and health care referrals at no cost; services are available to pregnant, postpartum and breastfeeding women, as well as infants and children up to age 5	Marla's place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in resources, amplify voices and collaborate with the community to curate equitable sustainable solutions that improve health and social conditions for the common good CHRISTUS — diabetes education: comprehensive diabetes education and support programs; recognized by the American Diabetes Association, aimed to empower individuals with the knowledge and skills needed to manage their diabetes effectively; offering a range of services, including personalized treatment plans, specialized care for pediatric diabetes, educational resources for managing blood sugar, diet and overall health CHRISTUS — lactation services and car seat education: certified health care professionals provide lactation education covering basic breastfeeding management such as anatomy, positioning and latch and common breastfeeding challenges; car seat education is also offered; certified staff provide education on child	• American Diabetes Association: promoting healthy living and education on preventing and living with diabetes • American Heart Association: promoting healthy living and education living with cardiovascular disease • Combined Community Action: providing Children and Pregnant Women Programs (utility, weatherization and rental assistance) • Safe Riders Program Sites: managing child safety seat distribution and education programs across the state • Combined Community Action: providing Children and Pregnant Women Programs (utility, weatherization and rental assistance) Food Insecurity: Collaborating with community partners in enhancing the logistics of food supply to ensure that nutritious food is accessible to those in need. • Central Texas Food Bank: putting good food within reach; leading hunger-relief work to provide immediate and equitable access to nutritious food for individuals through direct services programs and a network of approximately 250 nonprofit community partners • Hays County Food Bank: alleviating hunger in the community; creating a well-nourished community; identifying food distribution sites, Central Texas Food Bank Mobile Pantry, Resource Assistance, SNAP Application; SNAP addresses the nutritional needs of low-income families and is one of the nation's most important defenses against hunger; increasing enrollment through application assistance and providing information Childcare – Collaborating with community partners in addressing childcare options for free or low-cost early childhood education • Family Services: empowering individuals and families to transform their lives and strengthen our community; mission: address the SDoH through a trauma-informed care lens; economic stability, education, health and health care, neighborhood
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	passenger safety and the importance of quality car seats being properly installed CHRISTUS — nursing education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals; demonstrates the importance and sustained value of medical education and formation programs within the hospital system	and built environment and social and community context • Workforce Solutions/CCMS: assisting with dependable childcare got parents searching for a job, keeping a job or attending school or training; providing parents striving to become self-sufficient with tuition assistance and providing childcare technical assistance and training to childcare providers • San Marcos Housing Authority (SMHA): low-income families and individuals get the tools they need to achieve self-sufficiency through housing assistance, effective case management, facilitation of support groups and the coordination of access to local, state and federal resources, including connections to job training and educational resources • Texas Benefits Center – Helping families with children under 3 years old find childcare assistance. Options include funds for enrollment in daycare, reimbursement for paid childcare, afterschool care and other childcare assistance services.
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School-Age Children and Adolescent Health

RESULT: Children will be well-equipped with the care and support to grow up physically and mentally healthy.

LEAD INDICATORS

- Access to care
- Behavioral/Mental health
- Suicide
- Food insecurity

DATA MEASURES

- Free school lunch eligibility
- Suicide mortality
- Suicide attempts among high school students
- Poverty rate
- Adverse childhood
- Experiences
- Teen suicide by rate
- Child psychologists per capita
- Suicide mortality

SCHOOL-AGE CHILDREN AND ADOLESCENT HEALTH STRATEGIES		
Hospital direct care strategies	Community funding strategies	Community partner strategies
"We lead"	"We fund"	"They lead"
Trinity Clinic: provides full-service practice for women's health in Central Texas; trained in addressing complicated obstetrical management, advanced gynecologic treatments and surgeries CHRISTUS Health diagnostics screening: provides necessary screening to address specific women's needs CHRISTUS Health endocrinology: provides the highest level of care and offers services focused on treating patients with diabetes, endocrine diseases, metabolic diseases and more CHRISTUS Health gynecology: supports each woman's health care needs at any stage of life, routine gynecological exam and preparing to give birth CHRISTUS Health heart and vascular: provides comprehensive heart care that is tailored to patient needs CHRISTUS Health hematology: provides services that identify blood disorder CHRISTUS Health infectious disease: educates on precautions and prompt treatment CHRISTUS Health labor and delivery: trained and educated in progressive labor and support techniques to ensure pleasant birthing experience CHRISTUS Health laboratory: provides continuity of patient care	CASA of Central Texas — advance health and well-being — mental health and well-being — advocacy for abused and neglected children: to connect recently discharged hospital patients with chronic medical conditions with CHWs to avoid rehospitalization and improve their quality of life Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women's Shelter — advance health and well-being — mental health and well-being — Marla's place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being	ACCESS to CARE - Collaborate with community partners addressing uninsured/under insured, geographic isolation and financial constraints, which exacerbate health disparities. • CommuniCare: providing a wide array of services, including pediatric, family medicine, senior care, women's health and lab services for pediatrics, teens, adults and seniors; offering a sliding fee discount program • Combined Community Action: providing Children and Pregnant Women Programs (utility, weatherization and rental assistance) • Hays Interagency: serving as a CHRISTUS representative of nonprofits, a group that coordinates services for individuals and families in Hays County, particularly those with complex needs on healthyhays.org.; addressing, affordable health care, housing, transportation, mental health services, cost living, infrastructure, equity of health care, recreation and parks, services for seniors and low-income families and better access to specialized services MENTAL/BEHAVIORAL HEALTH – Collaborate with community partners providing professional guidance and personal treatment reframing negative thought patterns and managing symptoms of anxiety and depression • Communities in School: providing on-campus support for students and families by connecting individually with students and creating a service plan based on their needs; students may receive counseling,

CHRISTUS Health nephrology: offers a wide range of adult and pediatric treatment for kidney conditions and disease CHRISTUS Health stroke care: provides stroke care from the emergency department through treatment and rehabilitation CHRISTUS Health — women, infant and children’s clinic/WIC: non-emergency special supplemental nutrition program for women, infants and children; if qualified, can receive food benefits redeemable at grocery stores for nutritious foods, nutrition education and counseling, breastfeeding support and health care referrals at no cost; services are available to pregnant, postpartum and breastfeeding women, as well as infants and children up to age 5	CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in resources, amplify voices and collaborate with the community to curate equitable sustainable solutions that improve health and social conditions for the common good CHRISTUS — diabetes education: comprehensive diabetes education and support programs; recognized by the American Diabetes Association, aimed to empower individuals with the knowledge and skills needed to manage their diabetes effectively; offering a range of services, including personalized treatment plans, specialized care for pediatric diabetes, educational resources for managing blood sugar, diet and overall health CHRISTUS — lactation services and car seat education: certified health care professionals provide lactation education covering basic breastfeeding management such as anatomy, positioning and latch and common breastfeeding challenges; car seat education is also offered; certified staff provide education on child passenger safety and the importance of quality car seats being properly installed CHRISTUS — nursing education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals;	tutoring, mentoring or access to basic needs items, all with the goal of helping them to succeed in school • Family Services: empowering individuals and families to transform their lives and strengthen our community; mission: address the SDoH through a trauma-informed care lens; economic stability, education, health and health care, neighborhood and built environment and social and community context SUICIDE – Collaborate with community partners to increase awareness, increase help-seeking, ensure access to mental health and suicide care and treatment. • San Marcos Police Department — Mental Health Unit: providing services to aid individuals suffering from mental health illness and crisis through counseling and diversion, medical help and stabilization, coordination for placement in mental health facilities or treatment centers and connecting individuals with resources and referrals for continuity of care • San Marcos Unified School District: suicide prevention resources, hot lines; National Suicide Prevention Lifeline and Society for the Prevention of Teen Suicide FOOD INSECURITY - Collaborate with community partners in enhancing the logistics of food supply to ensure that nutritious food is accessible to those in need. • Central Texas Food Bank: putting good food within reach; leading hunger-relief work to provide immediate and equitable access to nutritious food for individuals through direct services programs and a network of approximately 250 nonprofit community partners • Hays County Food Bank: alleviating hunger in the community; creating a well-nourished community; identifying food distribution sites, Central Texas Food Bank Mobile Pantry, Resource Assistance, SNAP Application; SNAP addresses the nutritional needs of
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	demonstrates the importance and sustained value of medical education and formation programs within the hospital system	low-income families and is one of the nation's most important defenses against hunger; increasing enrollment through application assistance and providing information • School Fuel San Marcos: providing fuel for a better learning environment by removing the pangs of hunger among students; providing food to children on the weekend who need it
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Adult Health

RESULT: Adults will have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.

LEAD INDICATORS

- Access to care
- Medication affordability
- Mental/Behavioral health
- Food insecurity
- Housing instability

DATA MEASURES

- Prescription cost
- Poor self-reported mental health
- Suicide mortality
- Heart disease mortality
- High blood pressure
- Specialist physicians per capita
- Food insecurity

ADULT HEALTH STRATEGIES		
Hospital direct care strategies	Community funding strategies	Community partner strategies
"We lead"	"We fund"	"They lead"
Trinity Clinic: provides full-service practice for women's health in Central Texas; trained in addressing complicated obstetrical management, advanced gynecologic treatments and surgeries CHRISTUS Health diagnostics screening: provides necessary screening to address specific women's needs CHRISTUS Health endocrinology: provides the highest level of care and offers services focused on treating patients with diabetes, endocrine diseases, metabolic diseases and more CHRISTUS Health heart and vascular: provides comprehensive heart care that is tailored to patient needs CHRISTUS Health hematology: provides services that identify blood disorder CHRISTUS Health infectious disease: educates on precautions and prompt treatment CHRISTUS Health laboratory: provides continuity of patient care CHRISTUS Health nephrology: offers a wide range of adult and pediatric treatment for kidney conditions and disease CHRISTUS Health stroke care: provides stroke care from the emergency department through treatment and rehabilitation	Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women's Shelter — advance health and well-being — mental health and well-being — Marla's place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in resources, amplify voices and collaborate with the community to curate equitable sustainable solutions that improve	ACCESS to CARE - Collaborate with community partners addressing uninsured/under insured, geographic isolation and financial constraints, which exacerbate health disparities. • CommuniCare: providing a wide array of services, including pediatric, family medicine, senior care, women's health and lab services for pediatrics, teens, adults and seniors; offering a sliding fee discount program • Hays Interagency: serving as a CHRISTUS representative of nonprofits, a group that coordinates services for individuals and families in Hays County, particularly those with complex needs on healthyhays.org; addressing, affordable health care, housing, transportation, mental health services, cost living, infrastructure, equity of health care, recreation and parks, services for seniors and low-income families and better access to specialized services MEDICATION AFFORDABILITY – • Basic Needs Assistance: St. John the Evangelist Catholic Church provides financial assistance through the Society of St. Vincent de Paul Program: housing, utilities, food pantry, shelter, clothes, pay care, prescription assistance, financial assistance, etc. • Salvation Army: providing limited basic needs assistance, utilities, blankets and fans, transportation and prescription assistance MENTAL/BEHAVIORAL HEALTH – Collaborate with community partners providing professional guidance and

	health and social conditions for the common good CHRISTUS — diabetes education: comprehensive diabetes education and support programs; recognized by the American Diabetes Association, aimed to empower individuals with the knowledge and skills needed to manage their diabetes effectively; offering a range of services, including personalized treatment plans, specialized care for pediatric diabetes, educational resources for managing blood sugar, diet and overall health CHRISTUS — lactation services and car seat education: certified health care professionals provide lactation education covering basic breastfeeding management such as anatomy, positioning and latch and common breastfeeding challenges; car seat education is also offered; certified staff provide education on child passenger safety and the importance of quality car seats being properly installed CHRISTUS — nursing education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals; demonstrates the importance and sustained value of medical education and formation programs within the hospital system	personal treatment reframing negative thought patterns and managing symptoms of anxiety and depression • Family Services: empowering individuals and families to transform their lives and strengthen our community; mission: address the SDoH through a trauma-informed care lens; economic stability, education, health and health care, neighborhood and built environment and social and community context • San Marcos Senior Center: providing senior citizens with opportunities to pursue mutual interests and participate in recreational activities that enhance quality of life, support independence and encourage continued involvement in and with the community; services include field trips, arts and crafts activities, health screenings, a low-impact aerobic exercise program, information and referral to other social services agencies and assistance in completing government forms and applications • Southside Community Center: improving conditions and personal dignity of those in need in San Marcos and Hays • San Marcos Police Department — Mental Health Unit: providing services to aid individuals suffering from mental health illness and crisis through counseling and diversion, medical help and stabilization, coordination for placement in mental health facilities or treatment centers and connecting individuals with resources and referrals for continuity of care FOOD INSECURITY - Collaborate with community partners in enhancing the logistics of food supply to ensure that nutritious food is accessible to those in need. • Central Texas Food Bank: putting good food within reach; leading hunger-relief work to provide immediate and equitable access to nutritious food for individuals through direct services programs and a network of approximately 250 nonprofit community partners
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		• Hays County Food Bank: alleviating hunger in the community; creating a well-nourished community; identifying food distribution sites, Central Texas Food Bank Mobile Pantry, Resource Assistance, SNAP Application; SNAP addresses the nutritional needs of low-income families and is one of the nation's most important defenses against hunger; increasing enrollment through application assistance and providing information • Meals on Wheels Rural Capital Area: Senior Nutrition Program serving hot, noon meals to persons who are 60 years of age and older and their spouses in a congregated setting and to the homebound HOUSING INSTABILITY – Collaborate with community partners in addressing affordable housing, rental assistance programs, and preserving tenant protection • Medical Closet Holland Street Church of Christ: program lending wheelchairs, walkers, shower chairs, toilet chairs and hospital beds • San Marcos Housing Authority (SMHA): low-income families and individuals get the tools they need to achieve self-sufficiency through housing assistance, effective case management, facilitation of support groups and the coordination of access to local, state and federal resources, including connections to job training and educational resources • Hays County Homeless Coalition: in partnership with the Texas Homeless Network, local agencies and volunteers, conducting annual Point-in-Time Count, a crucial initiative aimed at assessing homelessness in community; one day census provides vital data to help shape future programs and resources for individuals experiencing homelessness • Caldwell County Homeless Coalition: working together to make homelessness rare, brief and one-time in Caldwell County; volunteers serving the entire County; working with individuals, groups and organizations to take Caldwell Co. Homeless to ZERO
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Older Adult Health

RESULT: Older adults will have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being.

LEAD INDICATORS

- Access to Care
- Preventative Care
- Poverty
- Caregivers

DATA MEASURES

- Seniors up to date on core preventive services
- ALICE 65+ survival budget
- Average hours of eldercare
- Diabetes mortality
- Heart disease mortality
- Cancer mortality
- Mean retirement income
- Medicare emergency department visit rate
- Alzheimer's disease mortality

OLDER ADULT HEALTH STRATEGIES		
Hospital direct care strategies	Community funding strategies	Community partner strategies
"We lead"	"We fund"	"They lead"
Trinity Clinic: provides full-service practice for women's health in Central Texas; trained in addressing complicated obstetrical management, advanced gynecologic treatments and surgeries CHRISTUS Health diagnostics screening: provides necessary screening to address specific women's needs CHRISTUS Health endocrinology: provides the highest level of care and offers services focused on treating patients with diabetes, endocrine diseases, metabolic diseases and more CHRISTUS Health heart and vascular: provides comprehensive heart care that is tailored to patient needs CHRISTUS Health hematology: provides services that identify blood disorder CHRISTUS Health infectious disease: educates on precautions and prompt treatment CHRISTUS Health laboratory: provides continuity of patient care CHRISTUS Health nephrology: offers a wide range of adult and pediatric treatment for kidney conditions and disease CHRISTUS Health stroke care: provides stroke care from the emergency department through treatment and rehabilitation	Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women's Shelter — advance health and well-being — mental health and well-being — Marla's place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in resources, amplify voices and collaborate with the community to curate equitable sustainable solutions that improve health and social conditions for the common good CHRISTUS — diabetes education: comprehensive diabetes education and support programs; recognized by the American Diabetes Association, aimed to empower individuals with the knowledge and skills needed to manage their diabetes effectively; offering a range of	ACCESS to CARE - Collaborate with community partners addressing uninsured/under insured, geographic isolation and financial constraints, which exacerbate health disparities. • CommuniCare: providing a wide array of services, including pediatric, family medicine, senior care, women's health and lab services for pediatrics, teens, adults and seniors; offering a sliding fee discount program • Family Services: empowering individuals and families to transform their lives and strengthen our community; mission: address the SDoH through a trauma-informed care lens; economic stability, education, health and health care, neighborhood and built environment and social and community context • Medical Closet Holland Street Church of Christ: program lending wheelchairs, walkers, shower chairs, toilet chairs and hospital beds • Hays Interagency: serving as a CHRISTUS representative of nonprofits, a group that coordinates services for individuals and families in Hays County, particularly those with complex needs on healthyhays.org.; addressing, affordable health care, housing, transportation, mental health services, cost living, infrastructure, equity of health care, recreation and parks, services for seniors and low-income families and better access to specialized services PREVENTIVE CARE – Collaborate with community partners encouraging regular checkups, vaccinations, screenings, and healthy lifestyle to prevent illness or detect early.

	services, including personalized treatment plans, specialized care for pediatric diabetes, educational resources for managing blood sugar, diet and overall health CHRISTUS — nursing education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals; demonstrates the importance and sustained value of medical education and formation programs within the hospital system	• Age of Central Texas: providing education and support to people all along the spectrum of growing older, no matter where they are on that journey • Alzheimer’s Texas: Enhancing support for individuals, their families and caregivers; receive quality care, effective treatment and meaningful support • American Diabetes Association: promoting healthy living and education on preventing and living with diabetes • American Heart Association: promoting healthy living and education living with cardiovascular disease POVERTY – Collaborate with community partners strengthening social safety nets such as access to affordable healthcare, housing, simplifying program enrolment, and addressing structural issues like ageism and digital divide. • Basic Needs Assistance: St. John the Evangelist Catholic Church provides financial assistance through the Society of St. Vincent de Paul Program: housing, utilities, food pantry, shelter, clothes, pay car, prescription assistance, financial assistance, etc. • Central Texas Advocates for Seniors: advocating, educating and promoting seniors and their families; providing goods and services to seniors in Comal, Guadalupe and Hays counties • Central Texas Food Bank: putting good food within reach; leading hunger-relief work to provide immediate and equitable access to nutritious food for individuals through direct services programs and a network of approximately 250 nonprofit community partners • Hays County Food Bank: alleviating hunger in the community; creating a well-nourished community; identifying food distribution sites, Central Texas Food Bank Mobile Pantry, Resource Assistance, SNAP Application; SNAP addresses the nutritional
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		needs of low-income families and is one of the nation's most important defenses against hunger; increasing enrollment through application assistance and providing information • Meals on Wheels Rural Capital Area: Senior Nutrition Program serving hot, noon meals to persons who are 60 years of age and older and their spouses in a congregated setting and to the homebound • San Marcos Housing Authority (SMHA): low-income families and individuals get the tools they need to achieve self-sufficiency through housing assistance, effective case management, facilitation of support groups and the coordination of access to local, state and federal resources, including connections to job training and educational resources CAREGIVERS – Collaborate with community partners involved in professional support, education, self-care, and practical assistance to ensure respite care and counseling. • Area Agency on Aging of the Capital Area: providing older adults, people with disabilities and their caregivers with a variety of services and support; operates the Aging and Disability Resources Center • Centro Esperanza: a community center supporting programs that feed and build community • San Marcos Senior Center: providing senior citizens with opportunities to pursue mutual interests and participate in recreational activities that enhance quality of life, support independence and encourage continued involvement in and with the community; services include field trips, arts and crafts activities, health screenings, a low-impact aerobic exercise program, information and referral to other social services agencies and assistance in completing government forms and applications
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		• Southside Community Center: improving conditions and personal dignity of those in need in San Marcos and Hays • San Marcos Police Department — Mental Health Unit: providing services to aid individuals suffering from mental health illness and crisis through counseling and diversion, medical help and stabilization, coordination for placement in mental health facilities or treatment centers and connecting individuals with resources and referrals for continuity of care
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New Braunfels

This section presents implementation strategies tailored to the unique needs of the New Braunfels community. Informed by local data and shaped by community input, these strategies reflect the health priorities of a rapidly growing region that blends suburban development with rural heritage. With a focus on access to care, behavioral health, chronic disease prevention and maternal and child wellness, the initiatives outlined here are designed to meet the evolving needs of individuals and families across the lifespan. Whether led by CHRISTUS Santa Rosa teams, supported through community benefit investments or implemented in partnership with local organizations, these strategies demonstrate our commitment to advancing health equity and whole-person care in New Braunfels.



Maternal and Early Childhood

RESULT: All mothers and babies will have access to the care and support needed for healthy pregnancies, childbirth, growth and development.

LEAD INDICATORS

- Access to care
- Healthy births
- Food insecurity
- Childcare

DATA MEASURES

- Preschool enrollment
- Prenatal care in first trimester
- Preterm and low birth weight
- Average number of prenatal visits
- Infant mortality
- Food insecurity
- Maternal morbidities
- Childcare cost burden
- Poverty rate
- Cancer mortality
- Households in poverty not receiving food stamps (SNAP)

MATERNAL AND EARLY CHILDHOOD STRATEGIES

HOSPITAL DIRECT CARE STRATEGIES	COMMUNITY FUNDING STRATEGIES	COMMUNITY PARTNER STRATEGIES
CHRISTUS Santa Rosa Hospital - New Braunfels services: • Orthopedic care • Full-spectrum cardiothoracic surgery, electrophysiology lab and structural heart service • Leading-edge technology, including de Vinci 5 and Ion robotic bronchoscope • Level II NICU • Neurological, neurosurgical and spine care • Oncologic breast care services • Peripheral vascular care	Friends of CHRISTUS Santa Rosa Foundation — Every Baby Matters Mission: to provide mother and baby with an in-home visit by a registered nurse following the days of delivery; the nurse provides parenting education and a medical assessment for the mother and baby; gives parents the tools they need to allow babies to thrive in strong, healthy families CASA of Central Texas — advance health and well-being — mental health and well-being — advocacy for abused and neglected children: to connect recently discharged hospital patients with chronic medical conditions with CHWs to avoid rehospitalization and improve their quality of life	ACCESS to CARE - Collaborate with community partners addressing uninsured/under insured, geographic isolation and financial constraints, which exacerbate health disparities. • Any Baby Can of San Antonio serves families with children and youth facing serious health or developmental challenges; services offered include case management, information/referrals, crisis financial assistance, autism support services, prescription services, center for infant and child loss, health/wellness, sibling support • CentroMed Pediatric Clinic: provides pediatrics, physicals, immunizations, child health

• Private labor and delivery suites • State-of-the art imaging services • Wound/ostomy care and hyperbaric services	Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women’s Shelter — advance health and well-being — mental health and well-being — Maria’s place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse San Antonio Food Bank (build resilient communities and improve social determinants — healthy food access — food is medicine: to provide food to those who are food insecure and are experiencing heart failure; educates and helps with SNAP benefits, farmer’s market, job search, nutrition, health and wellness and programs for children, seniors and pets CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in resources, amplify voices and collaborate with the community to curate equitable sustainable solutions	Step/EPSTD, sick visits, routine follow-up care, vision and hearing screenings, allergy treatment and labs services • CommuniCare: integrated primary and specialty care for patients at all stages of their lives; services include children and teen health, adult medicine, senior care, women’s health, dental care, behavioral health, specialized care, pharmacy services and the WIC (women, infants and children) Nutrition Program; Clinics in Bexar, Kendall and Hay counties; equipped with cutting-edge telehealth technology, allowing patients to access services to help get well and stay well • Comal County Health Department: protects and promotes health by offering affordable immunizations and various lab tests, such as hearing, vision, pregnancy tests and STI education; no individual will be denied essential public health services because of the inability to pay with reduction or waiver of fees for individuals unable to pay for services in part or in full • New Braunfels Christian Ministries - Volunteers in Medicine: volunteers seek to understand and serve the health and wellness needs of the medically underserved by providing quality, compassionate and personalized care in a caring environment at no cost medical and dental services HEALTHY BIRTHS – Collaborate with community partners addressing consistent prenatal care, maintaining a nutritious diet and staying hydrated, exercise regularly, and avoiding harmful substances like alcohol, smoking and drugs. To include managing stress and staying up-to-date on immunizations • Hill Country Hope4Mental Health: a collaboration of mental health professionals, community leaders and churches working to increase education and awareness of mental health issues, share resources, reduce stigma, remove barriers, aid in early detection and develop
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	that improve health and social conditions for the common good CHRISTUS — diabetes education: comprehensive diabetes education and support programs; recognized by the American Diabetes Association, aimed to empower individuals with the knowledge and skills needed to manage their diabetes effectively; offering a range of services, including personalized treatment plans, specialized care for pediatric diabetes, educational resources for managing blood sugar, diet and overall health CHRISTUS — lactation services and car seat education: certified health care professionals provide lactation education covering basic breastfeeding management such as anatomy, positioning and latch and common breastfeeding challenges; car seat education is also offered; certified staff provide education on child passenger safety and the importance of quality car seats being properly installed CHRISTUS — New Braunfels Ministry: works together with families, volunteers and community partners to share the love of Christ by investing in people; walking alongside the next generation and their families at Kids Club or working together with adults at Volunteers in Medicine to take charge of their health; greater than disease, diagnosis and circumstance; provides quality medical and dental care at no charge to local uninsured patients; Kids Club offers a developmentally appropriate, experiential and academically beneficial approach to after-school care; provides compassion, confidence and Christ-like character CHRISTUS — Nursing Education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals	support groups for all affected by mental health issues • Community Action of Central TX: develops opportunities for people and communities to realize their potential by providing resources and comprehensive services to empower Central Texans of all ages, to become self-sufficient; Community Action offers breast cancer outreach and case management services to individuals in Comal County • Family Life Center: connects under-resourced and/or unemployed residents to a network of assistance programs in the community; the center can assist with rent/utility assistance, food assistance, short-term prescriptions, fuel cards, budgeting, holiday gifts and clothing • RecoveryWerks! helps teens, young adults and families heal from the effects of substance use disorder; offers recovery support services for teens and families in a safe and nurturing environment • Mental Advocacy Partners Comal County: provides hope, as well as resources on mental wellness in Comal County • River City Advocacy, Inc.: a community mental health nonprofit that provides affordable mental health services to residents of New Braunfels and Comal County; River City Advocacy offers reduced-rate individual, couples and family counseling, free and reduced-rate veterans counseling, support groups, life skills workshops, art/ creative expression programs and peer program activities • The Gabriel Project: a pro-life ministry that provides crisis pregnancy services; The Gabriel Project offers emotional support, assistance with material needs and referrals to community resources to any woman in a crisis pregnancy FOOD INSECURITY - Collaborate with community partners in enhancing the logistics of food supply to
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	CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals; demonstrates the importance and sustained value of medical education and formation programs within the hospital system The Southwest Texas Regional Advisory Council (STRAC): designated by the Texas Department of State Health Services (DSHS); a leader in the Texas Trauma System oversees dozens of essential programs and projects for the trauma and emergency health care system in and around San Antonio, Texas, partnering with members, local government and non-government organizations; mission: to reduce death and disabilities related to trauma, disaster and acute illness through the implementation of well-planned and coordinated regional emergency response systems (San Antonio and New Braunfels)	ensure that nutritious food is accessible to those in need. • New Braunfels Food Bank — Kitchen Table: offers nutrition education, benefits assistance, children's programs, senior programs and financial literacy for a year • SOS Food Bank: committed to fighting hunger in New Braunfels through emergency issues and monthly food allotments to needy families • Steve's Pantry (Gruene United Methodist Church): Steve's Pantry provides homeless and in-need individuals with emergency food, pet food, gas cards, clothing, laundry, clothing vouchers and showers; they also offer services of case management, health education, an on-site registered nurse and community resource referrals CHILDCARE – Collaborate with community partners in addressing childcare options for free or low-cost early childhood education • Community Council of South-Central Texas: empowers vulnerable families and individuals in greater South-Central Texas to achieve self-sufficiency by eliminating barriers through innovative programs and strong community partnerships; they offer programs such as utility assistance, home and rental assistance, home weatherization, WIC, childcare and free cervical cancer screening and diagnostic testing • New Braunfels Christian Ministries - Kids' Club: provides elementary students in NBISD and CISD, a free after-school program that offers a safe environment for children of low-income families to grow academically, be encouraged socially and be nurtured physically, participating students benefit from positive adult mentors, educational tutoring, nutritional meals and enrichment activities including sports and art in a safe environment two days each week • Workforce Solutions Alamo — New Braunfels: offers job training and placement for veterans, adults and adults with disabilities; they have
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		programs for childcare for low-income families, on-the-job training, work experience programs, as well as vocational rehabilitation services
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School-Age Children and Adolescent Health

RESULT: All children will be well-equipped with the care and support to grow up physically and mentally healthy.

LEAD INDICATORS

- Access to care
- Behavioral health
- Suicide
- Food insecurity

DATA MEASURES

- Free school lunch eligibility
- Suicide mortality
- Suicide attempts among high school students
- Poverty rate
- Adverse childhood
- Experiences
- Teen suicide by rate
- Child psychologists per capita
- Childhood vaccinations
- Preventative health care services
- Teen births

SCHOOL-AGE CHILDREN AND ADOLESCENT HEALTH STRATEGIES

HOSPITAL DIRECT CARE STRATEGIES	COMMUNITY FUNDING STRATEGIES	COMMUNITY PARTNER STRATEGIES
• Orthopedic care • Full-spectrum cardiothoracic surgery, electrophysiology lab and structural heart service • Leading-edge technology, including de Vinci 5 and Ion robotic bronchoscope • Level II NICU • Neurological, neurosurgical and spine care • Oncologic breast care services • Peripheral vascular care • Private labor and delivery suites • State-of-the art imagining services	Bexar County Community Health Collaborative: major health organizations working together to conduct a comprehensive health needs assessment and working together to develop a powerful network of citizens, community organizations and businesses solving critical community health needs, while efficiently utilizing resources; the result is a robust, less duplicative, more synergistic approach to solving critical community health needs, while efficiently utilizing resources; major health care organizations collaborate to conduct a comprehensive health assessment and respond to improving the health status of the community by working together Mission: to improve the health status of the community through collaborative means	ACCESS to CARE - Collaborate with community partners addressing uninsured/under insured, geographic isolation and financial constraints, which exacerbate health disparities. • CentroMed Pediatric Clinic: providing pediatrics, physicals, immunizations, child health Step/EPSTD, sick visits, routine follow-up care, vision and hearing screenings, allergy treatment and lab services • CentroMed Family Medicine Clinic: offers comprehensive quality care in pediatrics, women's health, family practice and walk-in (same-day appointments); provides continuity care to patients; offers a full-service pharmacy

Wound/ostomy care and hyperbaric services	CASA of Central Texas — advance health and well-being — mental health and well-being — advocacy for abused and neglected children: to connect recently discharged hospital patients with chronic medical conditions with CHWs to avoid rehospitalization and improve their quality of life Catholic Charities, Archdiocese of SA — build resilient communities and improve social determinants of safe housing: to provide transitional shelter, educational training, access to birthing support, prenatal and postnatal programs and mental health services to unhoused, pregnant women Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women’s Shelter — advance health and well-being — mental health and well-being — Maria’s place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse San Antonio Food Bank (build resilient communities and improve social determinants — healthy food access — food is medicine: to provide food to those who are food insecure and are experiencing heart failure; educates and helps with SNAP benefits,	available to fill in-house prescriptions for established patients Comal County Health Department: protects and promotes health by offering affordable immunizations and various lab tests such as hearing, vision, pregnancy tests and STI education; no individual will be denied essential public health services because of the inability to pay with reduction or waiver of fees for individuals unable to pay for services in part or in full CommuniCare: integrated primary and specialty care for patients at all stages of their lives; services include children and teen health, adult medicine, senior care, women's health, dental care, behavioral health, specialized care, pharmacy services and the WIC (women, infants and children) Nutrition Program; clinics in Bexar, Kendall and Hay counties; equipped with cutting-edge telehealth technology, allowing patients to access services to help, get well and stay well New Braunfels Christian Ministries - Volunteers in Medicine: volunteers seek to understand and serve the health and wellness needs of the medically underserved by providing quality, compassionate and personalized care in a caring environment at no cost medical and dental services MENTAL/BEHAVIORAL HEALTH – Collaborate with community partners providing professional guidance and personal treatment reframing negative thought patterns and managing symptoms of anxiety and depression NBISD — Maria’s Closet: provides NBISD students in need with necessities such as clothing, shoes, toiletries, backpacks and more to help them be successful in school New Braunfels Christian Ministries - Kids’ Club: provides elementary students in NBISD and CISD a free after-school program that offers a safe environment for children of low-income families to grow academically, be encouraged socially and
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	farmer's market, job search, nutrition, health and wellness and programs for children, seniors and pets CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in resources, amplify voices and collaborate with the community to curate equitable sustainable solutions that improve health and social conditions for the common good CHRISTUS — diabetes education: comprehensive diabetes education and support programs; recognized by the American Diabetes Association, aimed to empower individuals with the knowledge and skills needed to manage their diabetes effectively; offering a range of services, including personalized treatment plans, specialized care for pediatric diabetes, educational resources for managing blood sugar, diet and overall health CHRISTUS — lactation services and car seat education: certified health care professionals provide lactation education covering basic breastfeeding management such as anatomy, positioning and latch and common breastfeeding challenges; car seat education is also offered; certified staff provide education on child passenger safety and the importance of quality car seats being properly installed CHRISTUS — New Braunfels Ministry: works together with families, volunteers and community partners to share the love of Christ by investing in people; walking alongside the next generation and their families at Kids Club or working together with adults	be nurtured physically; participating students benefit from positive adult mentors, educational tutoring, nutritional meals and enrichment activities including sports and art in a safe environment, two days each week • RecoveryWerks! helps teens, young adults and families heal from the effects of substance use disorder; offers recovery support services for teens and families in a safe and nurturing environment SUICIDE – Collaborate with community partners to increase awareness, increase help-seeking, ensure access to mental health and suicide care and treatment • Big Brothers Big Sisters of Comal/Guadalupe County: provides children facing adversity in Comal County with professionally supported, one-to-one mentoring relationships that change their lives for the better, forever • Connections Individual and Family Services: family and youth services offered at no cost to families with children 6 to 17 years old; services include individual, group and family counseling, as well as parenting and adolescent psychoeducational classes; thanks to FAYS Program funding through the state's Prevention and Early Intervention division, services for this program are provided at no cost to clients • River City Advocacy, Inc.: a community mental health nonprofit that provides affordable mental health services to residents of New Braunfels and Comal County; River City Advocacy offers reduced-rate individual, couples and family counseling, free and reduced-rate veterans counseling, support groups, life skills workshops, art/ creative expression programs and peer program activities FOOD INSECURITY - Collaborate with community partners in enhancing the logistics of food supply to ensure that nutritious food is accessible to those in need.
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	at Volunteers in Medicine to take charge of their health; greater than disease, diagnosis and circumstance; provides quality medical and dental care at no charge to local uninsured patients; Kids Club offers a developmentally appropriate, experiential and academically beneficial approach to after-school care; provides compassion, confidence and Christ-like character CHRISTUS — nursing education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals; demonstrates the importance and sustained value of medical education and formation programs within the hospital system The Southwest Texas Regional Advisory Council (STRAC): designated by the Texas Department of State Health Services (DSHS); a leader in the Texas Trauma System oversees dozens of essential programs and projects for the trauma and emergency health care system in and around San Antonio, Texas, partnering with members, local government and non-government organizations; mission: to reduce death and disabilities related to trauma, disaster and acute illness through the implementation of well-planned and coordinated regional emergency response systems (San Antonio and New Braunfels)	• Community Action of Central TX: develops opportunities for people and communities to realize their potential by providing resources and comprehensive services to empower Central Texans of all ages, including seniors, to become self-sufficient; Community Action offers breast cancer outreach and case management services to individuals in Comal County • Community Council of South-Central Texas: empowers vulnerable families and individuals in greater South-Central Texas to achieve self-sufficiency by eliminating barriers through innovative programs and strong community partnerships; they offer programs such as utility assistance, home and rental assistance, home weatherization, WIC, childcare and free cervical cancer screening and diagnostic testing • Family Life Center: connects under-resourced and/or unemployed residents to a network of assistance programs in the community; the center can assist with rent/utility assistance, food assistance, short-term prescriptions, fuel cards, budgeting, holiday gifts and clothing • New Braunfels Food Bank — Kitchen Table: offers nutrition education, benefits assistance, children's programs, senior programs and financial literacy for a year • Steve's Pantry (Grune United Methodist Church): Steve's Pantry provides homeless and in-need individuals with emergency food, pet food, gas cards, clothing, laundry, clothing vouchers and showers; they also offer services of case management, health education, an on-site registered nurse and community resource referrals
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Adult Health

RESULT: All adults will have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.

LEAD INDICATORS

- Access to care
- Medication Affordability
- Mental/Behavioral Health
- Food Insecurity
- Housing Instability

DATA MEASURES

- Prescription cost
- Mental
- Housing
- Poor self-reported mental health
- Suicide mortality
- Heart disease mortality
- High blood pressure
- Specialist physicians per capita
- Food insecurity
- Provider-to-population ratio
- Preventative health care services

ADULT HEALTH STRATEGIES

HOSPITAL DIRECT CARE STRATEGIES	COMMUNITY FUNDING STRATEGIES	COMMUNITY PARTNER STRATEGIES
• Orthopedic care • Full-spectrum cardiothoracic surgery, electrophysiology lab and structural heart service • Leading-edge technology, including de Vinci 5 and Ion robotic bronchoscope • Level II NICU • Neurological, neurosurgical and spine care • Oncologic breast care services • Peripheral vascular care • Private labor and delivery suites	Bexar County Community Health Collaborative: major health organizations working together to conduct a comprehensive health needs assessment and working together to develop a powerful network of citizens, community organizations and businesses solving critical community health needs, while efficiently utilizing resources; the result is a robust, less duplicative, more synergistic approach to solving critical community health needs, while efficiently utilizing resources; major health care organizations collaborate to conduct a comprehensive health assessment and respond to improving the health status of the community by working together	ACCESS to CARE - Collaborate with community partners addressing uninsured/under insured, geographic isolation and financial constraints, which exacerbate health disparities. Comal County Health Department: protects and promotes health by offering affordable immunizations and various lab tests such as hearing, vision, pregnancy tests and STI education; no individual will be denied essential public health services because of the inability to pay with reduction or waiver of fees for individuals unable to pay for services in part or in full • CommuniCare: integrated primary and specialty care for patients at all stages of their lives; services include children and teen health, adult

• State-of-the art imagining services • Wound/ostomy care and hyperbaric services	Mission: to improve the health status of the community through collaborative means CASA of Central Texas — advance health and well-being — mental health and well-being — advocacy for abused and neglected children: to connect recently discharged hospital patients with chronic medical conditions with CHWs to avoid rehospitalization and improve their quality of life Catholic Charities, Archdiocese of SA — build resilient communities and improve social determinants of safe housing: to provide transitional shelter, educational training, access to birthing support, prenatal and postnatal programs and mental health services to unhoused, pregnant women Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women's Shelter — advance health and well-being — mental health and well-being — Marla's place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse San Antonio Food Bank (build resilient communities and improve social determinants — healthy food access — food is medicine: to provide food to those	medicine, senior care, women's health, dental care, behavioral health, specialized care, pharmacy services and the WIC (women, infants and children) Nutrition Program; clinics in Bexar, Kendall and Hay counties; equipped with cutting-edge telehealth technology, allowing patients to access services to help, get well and stay well MEDICATION AFFORDABILITY - Collaborate with community partners using discount programs , and talking to doctor about generics and systemic solutions like patient assistance programs. • Comal County Indigent Health Care Program – Provides basic medical services to residents of the county who cannot receive healthcare coverage from any other source and who are eligible for the program. • NeedyMeds – Assisting to pay for prescriptions, finding clinics, or understanding your healthcare options. MENTAL/BEHAVIORAL HEALTH – Collaborate with community partners providing professional guidance and personal treatment reframing negative thought patterns and managing symptoms of anxiety and depression • Hill Country Hope4Mental Health: a collaboration of mental health professionals, community leaders and churches working to increase education and awareness of mental health issues, share resources, reduce stigma, remove barriers, aid in early detection and develop support groups for all affected by mental health issues • Mental Advocacy Partners Comal County: provides hope, as well as resources on mental wellness in Comal County • New Braunfels Christian Ministries - Volunteers in Medicine: volunteers seek to understand and serve the health and wellness needs of the medically underserved by providing quality, compassionate and personalized care in a caring
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	who are food insecure and are experiencing heart failure; educates and helps with SNAP benefits, farmer's market, job search, nutrition, health and wellness and programs for children, seniors and pets CHRISTUS — Behavioral Patient Program: utilization of patient sitters as part of patient safety and care strategy, including in behavioral health settings; responsible for monitoring assigned patients and ensuring their safety and well-being CHRISTUS — Community Health Worker Program: beyond the walls of the hospital into the communities we serve, giving preference to the historically marginalized and under resourced; we invest in resources, amplify voices and collaborate with the community to curate equitable sustainable solutions that improve health and social conditions for the common good CHRISTUS — diabetes education: comprehensive diabetes education and support programs; recognized by the American Diabetes Association, aimed to empower individuals with the knowledge and skills needed to manage their diabetes effectively; offering a range of services, including personalized treatment plans, specialized care for pediatric diabetes, educational resources for managing blood sugar, diet and overall health CHRISTUS — New Braunfels Ministry: works together with families, volunteers and community partners to share the love of Christ by investing in people; walking alongside the next generation and their families at Kids Club or working together with adults at Volunteers in Medicine to take charge of their health; greater than disease, diagnosis and circumstance; provides quality medical and dental care at no charge to local uninsured patients; Kids Club offers a developmentally appropriate, experiential and academically beneficial approach to after-school care; provides compassion, confidence and Christ-like character	environment at no cost medical and dental services • River City Advocacy, Inc.: a community mental health nonprofit that provides affordable mental health services to residents of New Braunfels and Comal County; River City Advocacy offers reduced-rate individual, couples and family counseling, free and reduced-rate veterans counseling, support groups, life skills workshops, art/ creative expression programs and peer program activities • RecoveryWerks! helps teens, young adults and families heal from the effects of substance use disorder; offers recovery support services for teens and families in a safe and nurturing environment • STEPS: helps individuals and families who are ready to make changes to achieve a greater life through life coaching, community referrals and life skills training; they not only look at the immediate needs of the individual or family, but also their long-term well-being FOOD INSECURITY - Collaborate with community partners in enhancing the logistics of food supply to ensure that nutritious food is accessible to those in need. • New Braunfels Food Bank — Kitchen Table: offers nutrition education, benefits assistance, children's programs, senior programs and financial literacy for a year • Steve's Pantry (Gruene United Methodist Church): Steve's Pantry provides homeless and in-need individuals with emergency food, pet food, gas cards, clothing, laundry, clothing vouchers and showers; they also offer services of case management, health education, an on-site registered nurse and community resource referrals
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	CHRISTUS — nursing education: offers various nursing education and training programs including nurse residency program, clinical rotations and continuing education opportunities; the program aims to support nurses at different stages of their careers, from new graduates to experienced professionals CHRISTUS — pastoral education: a theological-based education training that equips clergy, imam, seminarians and lay people of all faiths to provide spiritual care in any setting, including hospitals; demonstrates the importance and sustained value of medical education and formation programs within the hospital system The Southwest Texas Regional Advisory Council (STRAC): designated by the Texas Department of State Health Services (DSHS); a leader in the Texas Trauma System oversees dozens of essential programs and projects for the trauma and emergency health care system in and around San Antonio, Texas, partnering with members, local government and non-government organizations; mission: to reduce death and disabilities related to trauma, disaster and acute illness through the implementation of well-planned and coordinated regional emergency response systems (San Antonio and New Braunfels)	HOUSING INSTABILITY – Collaborate with community partners in addressing affordable housing, rental assistance programs, and preserving tenant protection • Community Action of Central TX: develops opportunities for people and communities to realize their potential by providing resources and comprehensive services to empower Central Texans of all ages, including seniors, to become self-sufficient; Community Action offers breast cancer outreach and case management services to individuals in Comal County • Community Council of South-Central Texas: empowers vulnerable families and individuals in greater South-Central Texas to achieve self-sufficiency by eliminating barriers through innovative programs and strong community partnerships; they offer programs such as utility assistance, home and rental assistance, home weatherization, WIC, childcare and free cervical cancer screening and diagnostic testing • Family Life Center: connects under-resourced and/or unemployed residents to a network of assistance programs in the community; the center can assist with rent/utility assistance, food assistance, short-term prescriptions, fuel cards, budgeting, holiday gifts and clothing
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Older Adult Health

RESULT: All older adults will have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being.

LEAD INDICATORS

- Access to Care
- Preventative Care
- Poverty
- Caregivers

DATA MEASURES

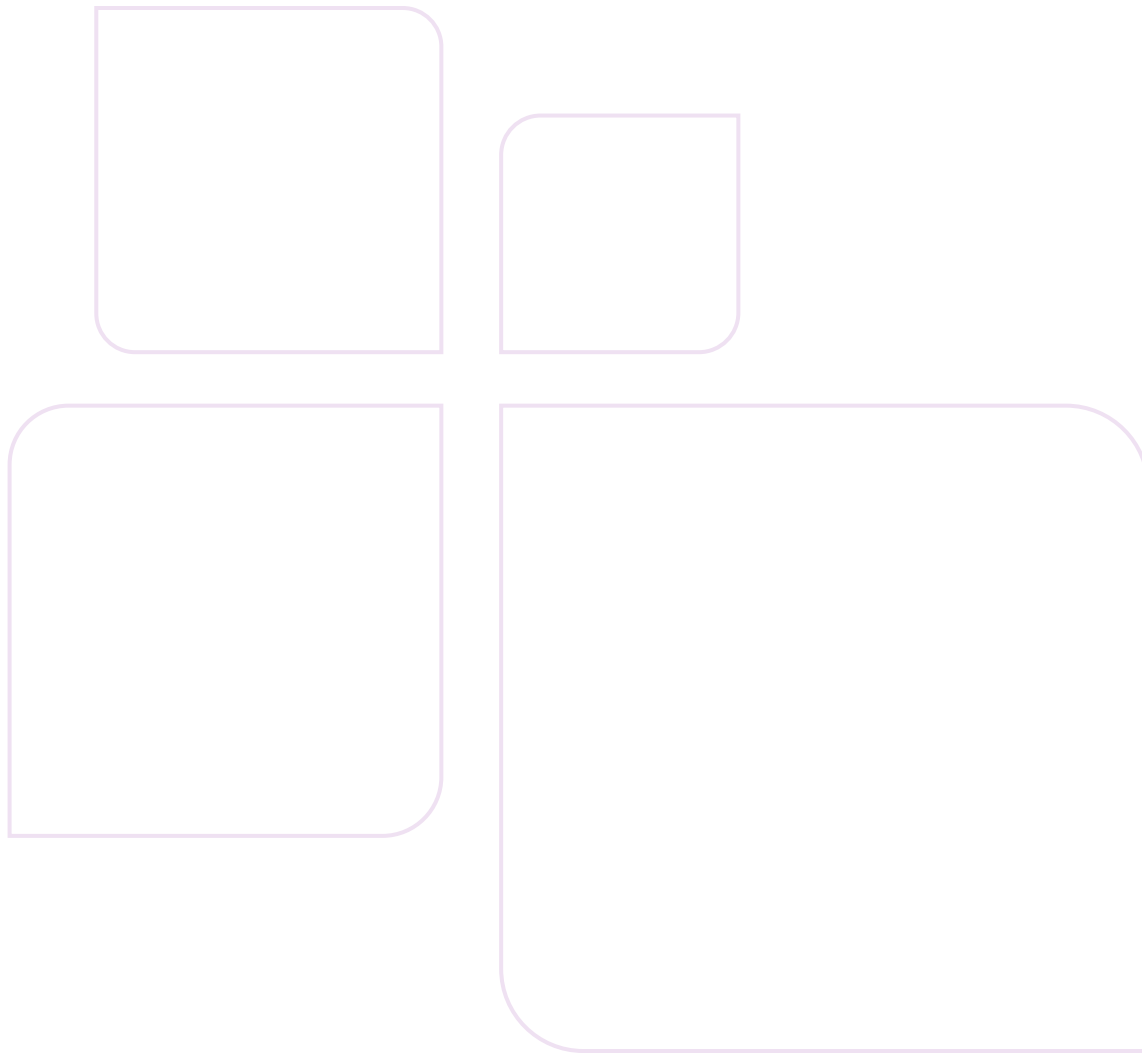
- Seniors up to date on core prevention services
- ALICE 65+ survival budget
- Average hours of eldercare
- Diabetes mortality
- Heart disease mortality
- Cancer mortality
- Mean Retirement Income
- Medicare emergency department visit rate
- Alzheimer's disease mortality
- Transportation
- Provider-to-population ratio
- Preventative health care services

OLDER ADULT HEALTH STRATEGIES		
HOSPITAL DIRECT CARE STRATEGIES	COMMUNITY FUNDING STRATEGIES	COMMUNITY PARTNER STRATEGIES
• Orthopedic care • Full-spectrum cardiothoracic surgery, electrophysiology lab and structural heart service • Leading-edge technology, including de Vinci 5 and Ion robotic bronchoscope • Level II NICU • Neurological, neurosurgical and spine care	Bexar County Community Health Collaborative: major health organizations working together to conduct a comprehensive health needs assessment and working together to develop a powerful network of citizens, community organizations and businesses solving critical community health needs, while efficiently utilizing resources; the result is a robust, less duplicative, more synergistic approach to solving critical community health needs, while efficiently utilizing resources; major health care organizations collaborate to conduct a comprehensive health assessment and respond to	ACCESS to CARE - Collaborate with community partners addressing uninsured/under insured, geographic isolation and financial constraints, which exacerbate health disparities. • CommuniCare: integrated primary and specialty care for patients at all stages of their lives; services include children and teen health, adult medicine, senior care, women's health, dental care, behavioral health, specialized care, pharmacy services and the WIC (women, infants and children) Nutrition Program; clinics in Bexar,

• Oncologic breast care services • Peripheral vascular care • Private labor and delivery suites • State-of-the art imaging services • Wound/ostomy care and hyperbaric services	improving the health status of the community by working together Mission: to improve the health status of the community through collaborative means CASA of Central Texas — advance health and well-being — mental health and well-being — advocacy for abused and neglected children: to connect recently discharged hospital patients with chronic medical conditions with CHWs to avoid rehospitalization and improve their quality of life Catholic Charities, Archdiocese of SA — build resilient communities and improve social determinants of safe housing: to provide transitional shelter, educational training, access to birthing support, prenatal and postnatal programs and mental health services to unhoused, pregnant women Crisis Center of Comal — advance health and well-being — mental health and well-being — sexual assault, domestic violence and homeless trauma, informed mental health counselling: to provide counseling services and encourage sustainable healing and feelings of safety and autonomy for survivors of domestic violence and/or sexual assault; emergency shelter of domestic violence and/or sexual assault, as well as women facing homelessness Hays-Calwell Women's Shelter — advance health and well-being — mental health and well-being — Marla's place transitional housing program-safe housing for survivors of violence: to provide 12-18 months of extremely low-cost rent, along with free, on-site child care through early head start and range of supportive services for survivors of violence; free and confidential services to adults, youth and children who are victims of violence, dating violence, sexual assault and child abuse San Antonio Food Bank (build resilient communities and improve social determinants — healthy food access — food is medicine: to provide food to those who are food insecure and are experiencing heart failure; educates	Kendall and Hay counties; equipped with cutting-edge telehealth technology, allowing patients to access services to help, get well and stay well • New Braunfels Christian Ministries - Volunteers in Medicine: volunteers seek to understand and serve the health and wellness needs of the medically underserved by providing quality, compassionate and personalized care in a caring environment at no cost medical and dental services PREVENTIVE CARE – Collaborate with community partners encouraging regular checkups, vaccinations, screenings, and healthy lifestyle to prevent illness or detect early • Comal County Health Department: protects and promotes health by offering affordable immunizations and various lab tests such as hearing, vision, pregnancy tests and STI education; no individual will be denied essential public health services because of the inability to pay with reduction or waiver of fees for individuals unable to pay for services in part or in full • Community Action of Central TX: develops opportunities for people and communities to realize their potential by providing resources and comprehensive services to empower Central Texans of all ages, including seniors, to become self-sufficient; Community Action offers breast cancer outreach and case management services to individuals in Comal County • Community Council of South-Central Texas: empowers vulnerable families and individuals in greater South-Central Texas to achieve self-sufficiency by eliminating barriers through innovative programs and strong community partnerships; they offer programs such as utility assistance, home and rental assistance, home weatherization, WIC, childcare and free cervical cancer screening and diagnostic testing POVERTY – Collaborate with community partners strengthening social safety nets such as access to
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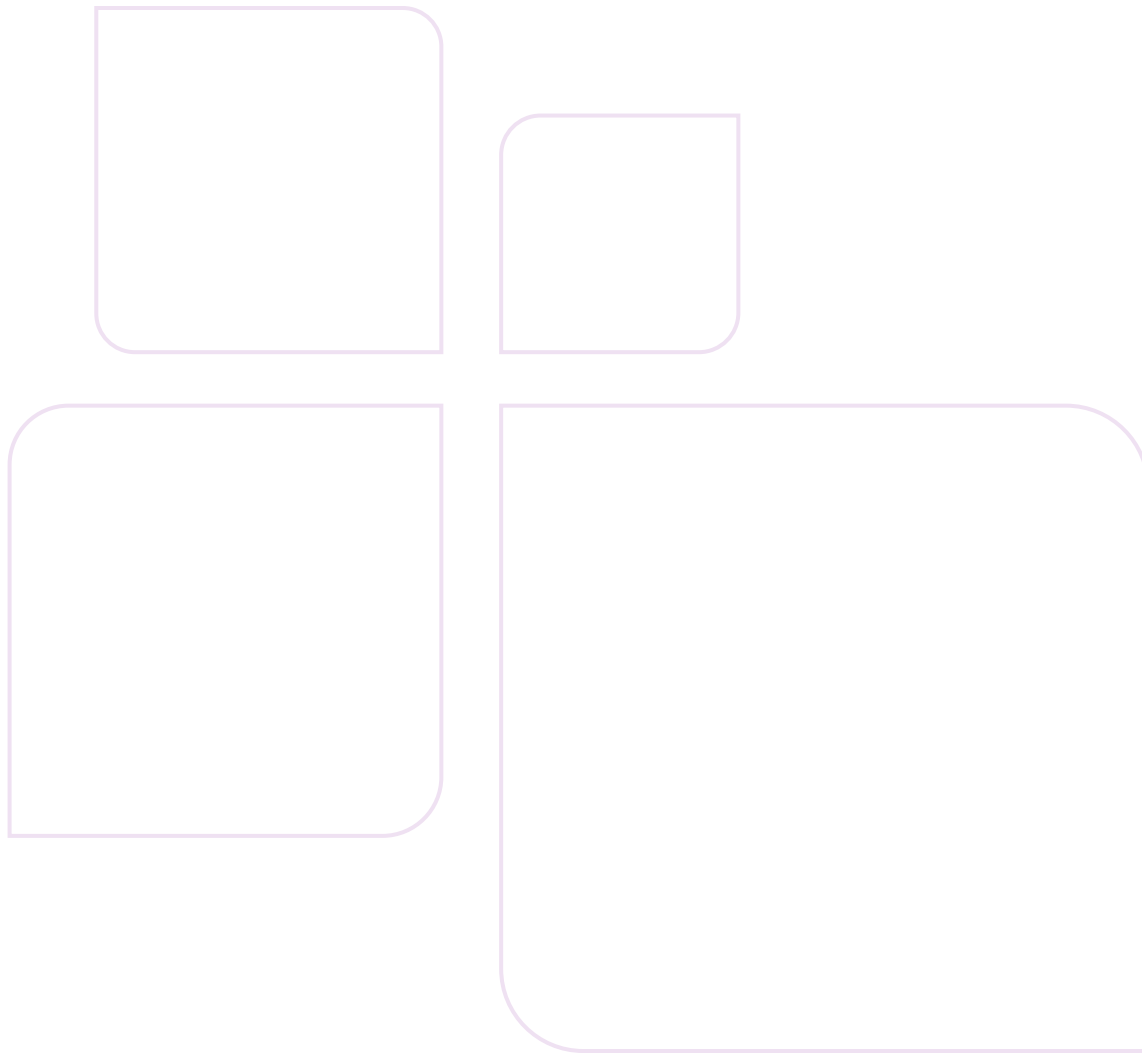
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Chapter 5: Conclusion





Conclusion

The CHRISTUS Santa Rosa's 2026-2028 Community Health Implementation Plan will guide CHRISTUS Santa Rosa's strategies over the next three years, aligning the health priorities identified in the Community Health Needs Assessment (CHNA) with focused efforts in direct care, community benefit funding and community partnerships.

Together with the triennial CHNA, the CHIP offers a structured opportunity for CHRISTUS Santa Rosa and its community partners to assess the region's most urgent health challenges and determine how we will respond collectively and with purpose.



Improving the health and well-being of an entire community is not the work of one organization alone. It requires deep collaboration, shared accountability and long-term investment in relationships and systems that extend beyond traditional health care. Through this plan, CHRISTUS Santa Rosa reaffirms its commitment to working with residents, local leaders and mission-aligned partners to advance equity and create conditions where all people can thrive.

This work is guided by a shared vision of a healthier community where:

- Mothers and babies have access to the care and support needed for healthy pregnancies, childbirth, growth and development.
- Children are well-equipped with the care and support to grow up physically and mentally healthy.
- Adults have access to the care, support and opportunities needed to maintain physical and mental health throughout their lives.
- Older adults have accessible and empowering environments to ensure that every person can age with health and socioeconomic well-being.
- Community members receive compassionate, high-quality care that honors their dignity, life experiences and unique needs.

As we move forward, this CHIP will serve as a roadmap and a promise — a roadmap for focused, measurable action and a promise to listen, adapt and continue showing up in partnership with our community.

Contact Information

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CHRISTUS Health’s Community Health Team

communityhealth@christushealth.org

An electronic version of this Community Health Implementation Plan is publicly available at:

CHRISTUS Health’s website

CHRISTUShealth.org/connect/community/community-needs

