

Community Health Needs Assessment Implementation Strategy



“As a result of this process, we’ve highlighted key areas in which we can improve care to our Nassau County residents, including better overall access to services and more community outreach initiatives for cancer awareness and prevention. Through collaborations with other area organizations such as the United Way of Northeast Florida and Mental Health America, we also hope to reduce the stigma associated with mental illness, and work to improve resources for those who need it.”

*Stephen Lee, FACHE
Hospital President
Baptist Medical Center Nassau*

To view the Community Health Needs Assessment reports and implementation strategies for all Baptist Health hospitals, please visit baptistjax.com/communityneeds.



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Baptist Medical Center Nassau CHNA Implementation Strategy

Adopted by the Baptist Medical Center Nassau Governing Board on: January 27, 2016

This document describes how Baptist Medical Center Nassau (the hospital) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital on April 28, 2016. The implementation strategy describes how the hospital plans to address significant community health needs in years 2016 through 2018.

The 2015 CHNA report and this implementation strategy were undertaken by the hospital to assess and address significant community health needs, and in accordance with Internal Revenue Service (IRS) regulations in Section 501(r) of the Internal Revenue Code.

This implementation strategy addresses the significant community health needs described in the CHNA report. It identifies significant needs the hospital plans to address through various strategic initiatives and articulates why the hospital does not plan to address other needs identified in that report.

Baptist Medical Center Nassau reserves the right to amend this implementation strategy as circumstances warrant. Certain community health needs may become more pronounced during the next three years and merit enhancements to the described strategic initiatives. Alternatively, other organizations may decide to increase resources devoted to addressing one or more of the significant community health needs, and as a result the hospital may amend its strategies and focus on other identified needs.

The document contains the following information:

1. About Baptist Medical Center Nassau
2. Definition of the Community Served
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Needs Baptist Medical Center Nassau Will Not Address
6. Implementation Strategy Adoption

1. About Baptist Medical Center Nassau

Baptist Medical Center Nassau is a multi-specialty hospital facility that provides inpatient, outpatient, and 24-hour emergency care. Baptist Health in Jacksonville, Florida, is comprised of outpatient locations and the following hospital facilities:

- [Baptist Medical Center Beaches](#), a 146-bed multi-specialty medical center that serves Duval and St. Johns counties;
- [Baptist Medical Center Jacksonville](#), a 477-bed multi-specialty medical center located in Jacksonville that serves Duval County;
- [Baptist Medical Center Nassau](#), a 62-bed multi-specialty medical center that serves Nassau County;
- [Baptist Medical Center South](#), a 245-bed multi-specialty medical center that serves Clay, Duval, and St. Johns counties; and
- [Wolfson Children's Hospital](#), a 216-bed tertiary hospital for children that serves Baker, Clay, Duval, Nassau, and St. Johns counties in Florida.

The organization's statement of mission, vision, and values follows.

Mission

Continue the healing ministry of Christ by providing accessible, quality health care services at a reasonable cost in an atmosphere that fosters respect and compassion.

Values

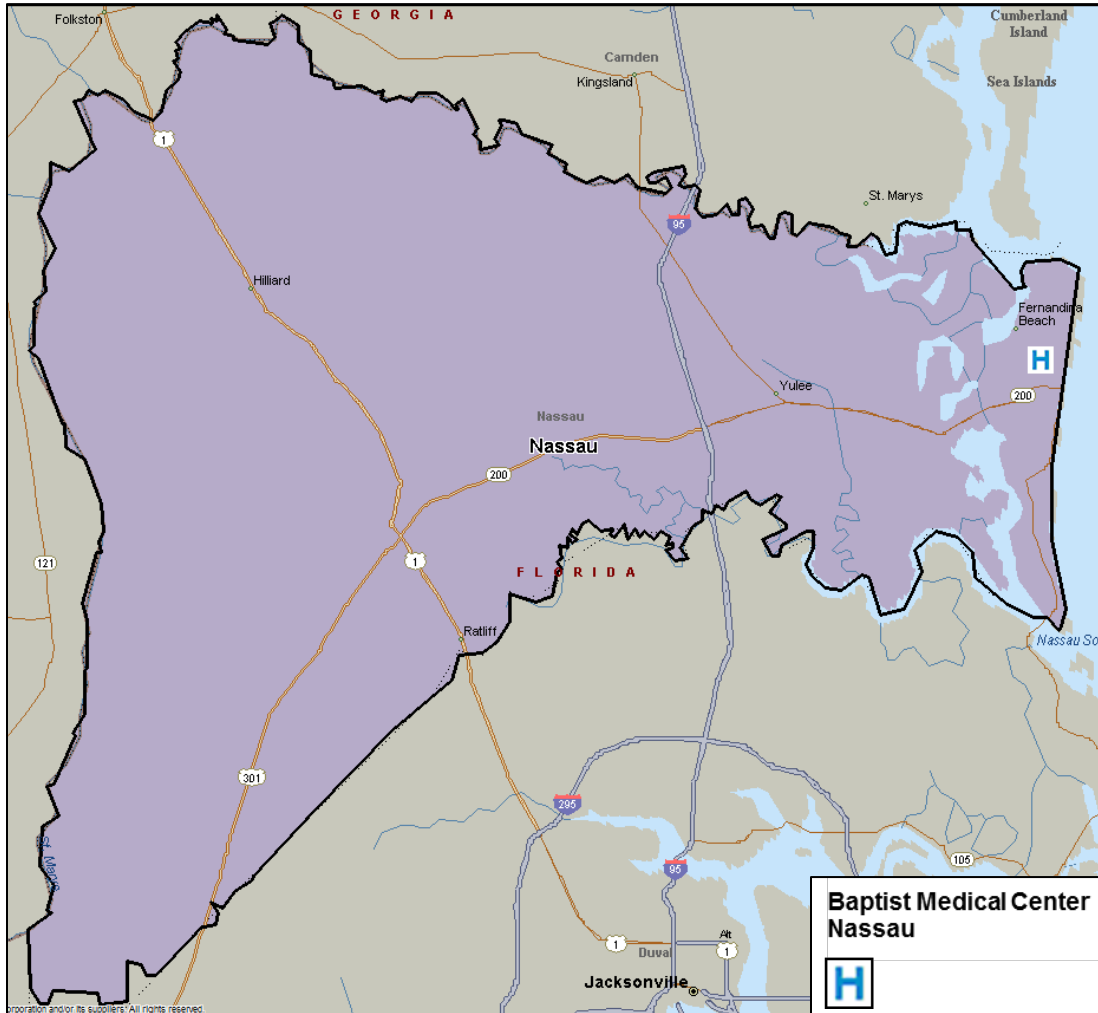
In striving to fulfill our mission, we will be guided by the enduring values of:

- Community Advocacy - Promote the health of the community and individuals in need through responsible action and charitable service.
- Respect - Treat those we serve and each other with dignity, compassion, and integrity and foster a culture of inclusiveness that celebrates the diversity of all individuals.
- Excellence - Exceed the quality and service expectation of those we serve through inclusive and innovative efforts, constant evaluation of results and celebration of achievements.
- Stewardship - Render cost-effective, compassionate, quality health care through responsible management of resources.

More information about Baptist Health can be found at <http://www.baptistjax.com/>.

2. Definition of the Community Served

For the purposes of Baptist Medical Center Nassau CHNA, the community was defined as Nassau County, mapped below. In 2014, more than 75 percent of the hospital's inpatient discharges originated from this county.



In 2015, the community was estimated to have a population of approximately 76,775 persons.

3. Summary of Significant Community Health Needs

Baptist Medical Center Nassau's 2015 CHNA identified a number of significant health needs in Nassau County. The CHNA process considered and assessed a wide range of primary and secondary data sources including structured interviews with persons who represent the broad interests of the community and those with expertise in public health and assessments and studies prepared by other organizations. The CHNA report identified nine health needs as significant in the community, as described below.

Significant Community Health Needs Identified in the 2015 CHNA

Access

- Low supply of primary care physicians, dentists, and mental health providers; cost of health services; difficulty in accessing physician and specialist services, including mental health care, dental care, neurologists, physical therapists, and dialysis; difficulty in accessing services for uninsured and low-income residents.

Alcohol/Substance Abuse

- Drug and alcohol use are major concerns of community members.

Cancer

- Cancer is a leading cause of death in the community; smoking rates are higher in Nassau than US averages; and overall cancer rates are high.

Dental Care

- Dental care, including care for children, is frequently cited as a need in the community.

Health Disparities

- Projected growth in Hispanic (Latino) residents.
- Projected growth in the population aged 65 years and older.
- Health issues of low-income residents include smoking rates, low rates of women 40+ who received a mammogram in the past year, rates of diabetes, and poor mental health

Maternal and Child Health

- Problematic maternal and child health indicators: preterm teen births and the percent of births that are to mothers who report smoking during pregnancy.

Mental Health

- Nassau County reports the highest age-adjusted rate of mortality from suicide in Northeast Florida.
- Poor mental health of residents, especially adolescents, low-income residents, the elderly, and the disabled.
- Lack of mental health resources.

Nutrition, Physical Activity, and Obesity

- High rates of obesity, lack of access to health food, poor diet and nutrition, and limited physical activity.
- Prevalence of overweight high school students.

Transportation

- Lack of reliable public transportation reduces access to health care services, particularly for low-income, elderly, and disabled residents, and those who travel long distances for care.

4. Implementation Strategy to Address Significant Health Needs

This implementation strategy describes how Baptist Medical Center Nassau plans to address the significant community health needs identified in the 2015 CHNA. The hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for Baptist Medical Center Nassau to address:

- The extent to which the hospital has resources and competencies to address the need;
- The impact that the hospital could have on the need (i.e., the number of lives the hospital can impact);
- The frequency with which stakeholders identified the need as a significant priority; and
- The extent of community support for the hospital to address the issue and potential for partnerships to address the issue.

By applying these criteria, the hospital determined that it will address the significant health needs identified by Y (for Yes) in the table that follows. Issues identified by N (for No) represent issues that the hospital does not plan to address during the 2016-2018 time period.

| Significant Community Health Needs Identified in the 2015 CHNA | Intend to Address (Y/ N) |
|--|--------------------------|
| Access | Y |
| Alcohol/Substance Abuse | N |
| Cancer | Y |
| Dental Care | N |
| Health Disparities | Y |
| Maternal and Child Health | N |
| Mental Health | Y |
| Nutrition, Physical Activity, and Obesity | N |
| Transportation | N |

For each significant health need that the hospital intends to address, the following strategy describes:

- Actions Baptist Medical Center Nassau intends to take, including programs and resources it plans to commit;
- Anticipated impact of these actions and a plan to evaluate that impact; and

- Planned collaborations between the hospital and other organizations.

Access

To address this need, Baptist Medical Center Nassau will undertake the following program initiatives:

1. Assure that the hospital's financial assistance programs comply fully with state and federal requirements.
2. Partner with Barnabas to provide access to care for diabetes and mental illness for people with low incomes.
3. Partner with Nassau County Council on Aging to provide transportation for low-income and indigent individuals to reach medical appointments.
4. Provide health screenings in low income, African American and Hispanic communities and follow-up on abnormal results with action items including connection to a medical home.

Planned Collaborations: In implementing the above initiatives, Baptist Medical Center Nassau anticipates collaborating with the following organizations:

- Barnabas Center, Inc.
- Nassau County Council on Aging
- Faith-based and community organizations
- Others

Anticipated Impacts:

- Improved awareness of and access to health care to the under/uninsured population.
- Reduced transportation barriers to medical appointments.

Evaluation Plan: Baptist Medical Center Nassau will assess the impact of the above initiatives as part of the community health needs assessment it will conduct in 2018.

- Track the number of patients served through funding provided to Barnabas and patients' health outcomes.
- Track the number of individuals transported to medical appointments by the Council on Aging of Nassau County.
- Track the number of individuals screened at community events and the number requiring follow up, and the number of patients requiring follow up who are connected to care through Barnabas Center.

Cancer

To address this need, Baptist Medical Center Nassau will undertake the following program initiatives:

1. Provide education and screenings in low income, African American and Hispanic communities and follow-up on abnormal results with action items including connection to a medical home.
2. Offer prostate specific antigen (PSA) screenings at community events. Follow up phone calls will be made to patients with abnormal results to encourage patients to visit their primary care physician or connect them to a free or low cost clinic.
3. Increase the amount of inpatient and outpatient referrals to Northeast Florida AHEC for smoking cessation by educating Baptist Primary Care physicians about the referral process. Train Baptist Health Social Responsibility PRN registered nurses in motivational interviewing to identify and refer people who are interested in quitting smoking to AHEC for classes.
4. Work with NACDAC to educate teens on the importance of HPV vaccine in preventing cervical cancer.
5. Facilitate classes on the dangers of tobacco products and smoking cessation resources in middle and high schools.
6. Provide information at health fairs and other community events about the health risks associated with smoking and resources for smoking cessation.
7. Register eligible women at community events for mammograms from the Florida Breast and Cervical Cancer Early Detection Program offered through the Florida Department of Health.
8. Offer community education sessions on various forms of cancer.

Planned Collaborations: In implementing the above initiatives, Baptist Medical Center Nassau anticipates collaborating with community organizations, including:

- Council on Aging of Nassau County
- NACDAC
- Northeast Florida AHEC
- Florida Department of Health in Nassau County
- Baptist MD Anderson Cancer Center
- Baptist Primary Care
- Faith based and community organizations
- Others

Anticipated Impacts:

- Increased number of cancer screenings in the community.
- Increased awareness regarding lifestyle and other risks associated with developing cancer.
- Increased participation in smoking cessation programs.
- More young adults will be educated on the HPV vaccine.
- More middle and high school students will be educated on the dangers of smoking and smokeless tobacco.

Evaluation Plan: Baptist Medical Center Nassau will assess the impact of the above initiatives as part of the community health needs assessment it will conduct in 2018.

- Track the number of men that have PSA screenings and the number of abnormal tests requiring follow up.
- Track the number of youth who participate in tobacco prevention classes.
- Track the number of women referred to the Florida Breast and Cervical Cancer Early Detection Program and the number who receive mammography screenings at Baptist Medical Center Nassau.
- Analyze survey results from participants at health education sessions to measure knowledge gains and planned lifestyle changes.
- Utilize AHEC's state-wide database to track by referral source the number of referrals received, the number of people who attend classes, the number of people who complete classes and the number of people who quit smoking.

Health Disparities

To address this need, Baptist Medical Center Nassau will undertake the following program initiatives:

1. Provide education and screenings in low income, African American and Hispanic communities and follow-up on abnormal results with action items including connection to a medical home.
2. Partner with Barnabas to provide access to care for diabetes and mental illness for people with low incomes.
3. Offer 8 Weeks to Healthy Living program through faith-based and community organizations.
4. Train Baptist Health Social Responsibility PRN team members in motivational interviewing to identify and refer people who are interested in quitting smoking to AHEC for classes and support.
5. Partner with Northeast Florida AHEC to provide smoking cessation classes in the community in low-income neighborhoods.
6. Facilitate classes on the dangers of tobacco products and smoking cessation resources in middle and high schools.
7. Partner with Barnabas to provide mammograms for women without insurance.
8. Register eligible women at community events for mammograms from the Florida Breast and Cervical Cancer Early Detection Program offered through the Florida Department of Health.
9. Implement training for community members in low-income areas on the warning signs of mental illness in adults and children and how to intervene when necessary.

Planned Collaborations: In implementing the above initiatives, Baptist Medical Center Nassau anticipates collaborating with community organizations, including:

- Council on Aging of Nassau County
- Barnabas Center, Inc.
- Boys and Girls Clubs of Nassau County
- NACDAC Teens for Change and other youth organizations
- Starting Point Behavioral Healthcare

- Mental Health America
- Florida Department of Health – Nassau County
- Faith-based and community organizations
- Others

Anticipated Impacts:

- Improved awareness of and access to healthcare professionals to the under/uninsured population
- Improved awareness and increased number of people participating in tobacco cessation programs in the community
- Increased number of mammography screenings in the community
- Increased awareness of mental illness and decrease stigma associated with it

Evaluation Plan: Baptist Medical Center Nassau will assess the impact of the above initiatives as part of the community health needs assessment it will conduct in 2018.

- Track the number of individuals screened at community events and the number requiring follow up.
- Track the number of patients served through financial support of local healthcare clinics for low-income individuals.
- Track the participants in the 8 Weeks to Healthy Living Program and record outcomes and improvements in health screening categories.
- Utilize AHEC’s state-wide database to track by referral source the number of referrals received, the number of people who attend classes, the number of people who complete classes and the number of people who quit smoking.
- Measure knowledge gains in health education sessions.
- Track the number of mammography screenings and the number of people requiring follow up at Barnabas.
- Track the number of women referred to the Florida Breast and Cervical Cancer Early Detection Program and the number that receive mammography screenings at Baptist Medical Center Nassau.
- Measure participants’ knowledge gains after attending Adult and Youth Mental Health First Aid trainings.

Mental Health

To address this need, Baptist Medical Center Nassau will undertake the following program initiatives:

1. Partner with United Way of Northeast Florida to develop and implement a community-wide effort to reduce stigma associated with mental illness and increase access to care.
2. Baptist Health has trained facilitators who will implement training for community members on the warning signs of mental illness and what to do to help young people, including the Youth Mental Health First Aid training.

3. Baptist Health trained facilitators will implement training for community members on the warning signs or mental illness and what to do to help adults, including the Adult Mental Health First Aid training.
4. Partner with faith-based organizations to offer Faith and Mental Health education.
5. Train adults in the community on recognizing the warning signs of mental illness and suicide among youth.
6. Collaborate with other community providers to develop integrated pediatric care clinic that will provide additional mental health resources in the community.

Planned Collaborations: In implementing the above initiatives, Baptist Medical Center Nassau anticipates collaborating with community organizations, including:

- Starting Point Behavioral Healthcare
- Mental Health America
- United Way of Northeast Florida
- Others

Anticipated Impacts:

- Increased access to mental health services.
- Reduction in stigma associated with mental illness.

Evaluation Plan: Baptist Health Medical Center Nassau will assess the impact of the above initiatives as part of the community health needs assessment it will conduct in 2018.

- An evaluation of mental health awareness, attitudes and access will be included in the United Way effort.
- The number of participants in the Youth Mental Health First Aid eight-hour training will be tracked and knowledge gains measured through surveys.
- Track the number of participants at the Faith and Mental Health Conference.
- Track the number of uninsured/underinsured children receiving services at the integrated care clinic.
- Survey participants in training on youth mental illness and suicide and measure knowledge gains.
- Monitor admissions in emergency department related to mental health.
- Monitor rates of suicide in the community.

5. Needs Baptist Medical Center Nassau Will Not Address

No entity can address all of the health needs present in its community. Baptist Medical Center Nassau is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits. This implementation strategy does not include specific plans to address the following health priorities that were identified in the 2015 Community Health Needs Assessment:

Alcohol/Substance Abuse. Baptist Medical Center Nassau does not anticipate implementing additional initiatives to address identified alcohol and substance abuse needs. The hospital does not have sufficient resources to effectuate a significant change in this area and will focus on other significant community health needs.

Dental Care. Baptist Medical Center Nassau supports Barnabas Center which provides dental care. Due to resource constraints and the availability of other resources in the community, the hospital will focus on other significant community health needs.

Maternal and Child Health. Baptist Medical Center Nassau does not anticipate implementing additional initiatives to address identified maternal and child health needs. Baptist Health is comprised of THE PLAYERS Center for Child Health which addresses maternal and child health across the five-county region. Baptist Nassau will continue offering many free classes for expecting mothers that are open to community members. Due to resource constraints and the availability of other resources in the community the hospital will focus on other significant community health needs.

Nutrition, Physical Activity, and Obesity. Baptist Medical Center Nassau supports the Nassau County Council on Aging to provide transportation to seniors for healthy meals and activities provided through the senior center. The hospital does not have sufficient resources to effectuate a significant change in this area and will focus on other significant community health needs.

Transportation. Baptist Medical Center Nassau supports the Nassau County Council on Aging to provide transportation for seniors to attend doctor appointments and other errands. The hospital does not have expertise in this area nor sufficient resources to effectuate a significant change. Accordingly, the hospital will focus on other significant community health needs.

6. Implementation Strategy Adoption

The Board of Directors for Baptist Medical Center Nassau reviewed and adopted this plan at its January 27, 2016, board meeting.

7. People Contributing to the Development of the Implementation Strategy

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