

Baptist Medical Center South

# Community Health Plan

2019 – 2021



*Approved by Board of Directors on  
February 18, 2019*

[baptistjax.com/about-us/social-responsibility](http://baptistjax.com/about-us/social-responsibility)



Changing  
Health Care  
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Baptist Health was created by the community to serve the community. Since 1955, we have reached beyond our walls to improve the health of all people in Northeast Florida. The work of Social Responsibility and Community Health remains core to our mission today, and is guided by a special committee comprised of leaders from our various health system Boards of Directors.

In any given year, there are many ways Baptist Health demonstrates its commitment to the community: we provide support to community organizations; partner with faith organizations; and encourage our 11,000 team members to volunteer and advocate. In recent years, we've taken our health promotion efforts to new heights by providing wellness coaching services at no cost to the community, six days a week. We currently operate six healthy living/wellness centers; five are embedded in YMCA locations and one has dedicated space within the Jewish Community Alliance (JCA). In these settings throughout the community, residents can take advantage of convenient access to health screenings, health education and wellness coaching to reach their goals. In addition, through THE PLAYERS Center for Child Health at Wolfson Children's Hospital, we provide thousands of families with education about car seat safety, asthma management, water safety, healthy eating and safe sleep. Yet we know there is always much more work to be done!

Looking ahead to our work in 2019 and beyond, our 2018 community needs assessment has highlighted the continued need to focus on mental health, and our hospitals have once again selected this as a priority for the next three years. To strengthen the impact of our efforts, we recently announced The Partnership: For Mental Health: a project of Baptist Health and the Delores Barr Weaver Fund at The Community Foundation for Northeast Florida, at The Community Foundation of Northeast Florida. We are most grateful for the unwavering commitment of Delores Barr Weaver, as an innovative philanthropist and advocate for reducing mental health stigma and increasing access to care.

Another key priority for us is child health. Unfortunately, many children in our local community lack access to basic primary care. To help address this need, we have embedded a pediatrician's office on the campus of Ribault High and Middle Schools, located in the urban core. In partnership with The Sulzbacher Center, UF Health Jacksonville, Duval County Public Schools and Duval Department of Health, we are now providing these students and the surrounding community with convenient access to continuity of care for sick visits, immunizations, wellness physicals and more.

Clearly, Baptist Health remains strongly committed to promoting health and providing access to high-quality care where it is needed most. On behalf of our Board of Directors, allow me to express heartfelt gratitude to all who help us make a true difference in the lives of our neighbors in need - today and in years to come.

Respectfully,

A handwritten signature in black ink that reads "A. Hugh Greene".

A. Hugh Greene  
President and CEO  
Baptist Health



# About Baptist Health

Founded in 1955, Baptist Health is Northeast Florida's largest and most preferred health system comprised of five hospitals, three freestanding emergency centers, a robust ambulatory presence inclusive of imaging, urgent care and convenient care; and the area's most comprehensive network of primary and specialty care providers.

- With 1,168 licensed beds, the health system is the market leader with inpatient market share of 32%.
- Baptist Health is Jacksonville's largest private employer, employing more than 11,000 team members.
- Baptist Health has a medical staff of 1,658 physicians practicing in 88 adult and pediatric specialties.
- The health system is independent and is not a part of any other Baptist Health System nationally.

As a faith-based, mission-driven, locally governed system, Baptist Health provides care for every stage of life and includes the region's only children's hospital, Wolfson Children's Hospital, as well as many services that would not otherwise be sufficiently provided in the community, such as a continuum of inpatient and outpatient adult and pediatric behavioral health care.

The health system's strategy is to provide convenient access to comprehensive care with support from its extensive network of more than 150 primary care physicians strategically located throughout the growing community.

Baptist Health's distinctive programs include Baptist MD Anderson Cancer Center; comprehensive cardiovascular services including the area's only dedicated heart hospital; a neurological institute which includes a comprehensive stroke and cerebrovascular care program; Jacksonville Orthopaedic Institute, which provides the team physicians for Jacksonville's professional sports teams; a Bariatric Center of Excellence; a full array of women's services; and a growing regional presence for Wolfson Children's Hospital, the only freestanding children's hospital between Orlando, FL and Atlanta, GA.

## AWARDS AND HONORS

- All five Baptist Health hospitals, along with Baptist Home Health Care, have achieved Magnet™ status for excellence in patient care three consecutive times.
- The Leapfrog Group rated three Baptist Health hospitals "A" in patient safety in fall 2018.
- Wolfson Children's Hospital is nationally ranked among the top 50 children's hospitals in several specialties by *U.S. News & World Report*.
- National Research Corporation has consistently rated Baptist as having the top reputation in the Jacksonville area for quality, best nurses and best doctors since 1990.

## MISSION & VALUES

At Baptist Health, our mission is to 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.

### Our core values reflect how Baptist Health "CARES"

- *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 expectations of those we serve through innovative efforts, constant evaluation of results and celebration of achievements
- *Stewardship*: Render cost-effective, compassionate, quality health care through responsible management of resources

## COMMUNITY BENEFITS

As the only locally governed, mission-driven, not-for-profit health system in Northeast Florida, Baptist Health dedicates substantial resources to social responsibility and community health. And our team members contribute their time and talent — giving back to our community and making a true difference in the lives of our neighbors.

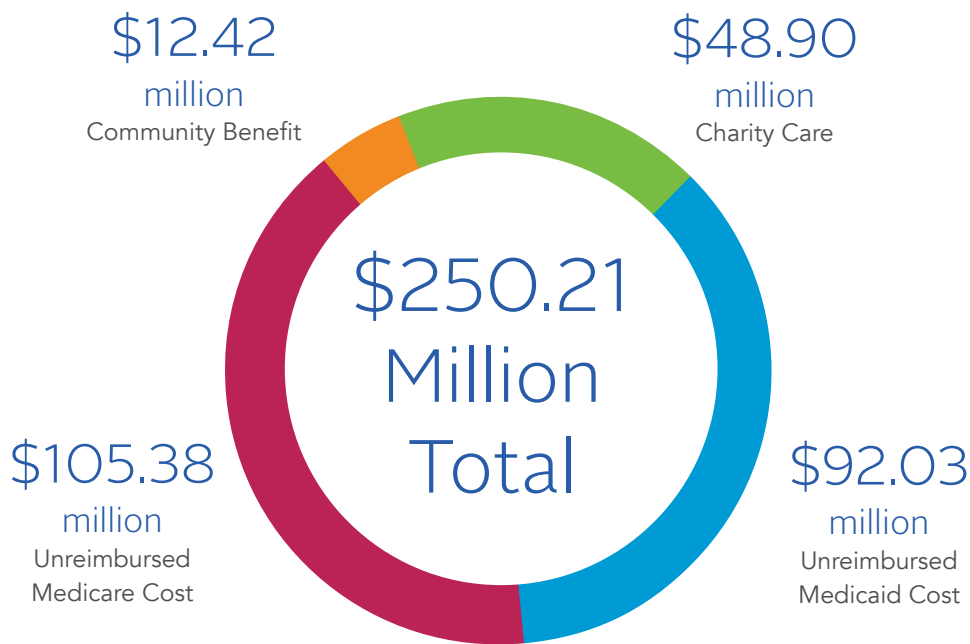
### Let's take a closer look at the benefits Baptist Health provides Northeast Florida.

In FY 2017, Baptist Health committed \$12.42 million in health education and improvement programs in Northeast Florida and financial support to organizations providing access to care and working to improve the health and wellbeing of our community and our neighbors in need. Programs include 8 Weeks to Healthy Living, Mental Health First Aid, Car Seat Safety Checks, Community Asthma Partnership, Lifeguard Your Child, and many others.

Baptist Health serves diverse areas throughout the region; providing financial support for programs that align with its goals, engaging employees in community programs, providing volunteer leadership for local organizations and initiatives, and bringing key players together to tackle tough problems.

Baptist Health's community commitment is data-driven and highly intentional. Specific community service goals call Baptist Health to partner with others to ensure:

- All children have health care
- Elderly people live independent, fulfilling lives
- Adults in need have access to quality health care
- The community's critical health needs are addressed



- 167 Community partners
- 2,863 Student health care interns
- 57,052 Volunteer hours in the community

## ABOUT BAPTIST MEDICAL CENTER SOUTH

Located at Interstate 95 and Old St. Augustine Road, Baptist Medical Center South is Jacksonville's first hospital of the 21st century. This beautiful hospital serves southern Duval and northern St. Johns counties along I-95. The hospital opened in 2005 and features large private rooms with refrigerators and internet access in a setting that includes beautiful art, gardens, fountains, reflection areas and extra room for families



**This 311-bed community hospital provides high-quality care that is recognized nationally:**

- Top 100 Hospital
- Magnet™-designated hospital

**Baptist South's services include:**

- 24/7 Emergency Center with Accredited Chest Pain Center,
- Advanced Primary Stroke Center and LifeFlight
- Maternity with expansive suites
  - Level II Newborn Intensive Care
- Baptist MD Anderson Cancer Center
- Surgical Services (inpatient and outpatient)
- Cardiology, including Catheterization Lab and Cardiac Rehab Center
- Orthopedics
- Medical and Radiation Oncology
- Endoscopy and Cystoscopy
- Advanced Imaging (64-channel CT, MRI)
- Breast Health Program with digital mammography
- Sleep Disorders Center
- Community Health Education

Baptist South is part of Baptist Health, the only nonprofit, mission-driven and locally-governed health care system in Northeast Florida. Baptist South's 11-person board of directors is comprised of local community leaders and volunteers who ensure the hospital is meeting community needs. Kristi Garside is the board chair and Nicole B. Thomas, FACHE, serves as hospital president.



We believe that disparities in health care can't be ignored. As the area's No. 1 health care provider, we are in a unique position to help close the gap by providing much-needed health care services to those in need. Our current focus is on disease management and prevention in the areas of cancer, communicable diseases, diabetes and mental health."

**Nicole Thomas, FACHE**

*Hospital President,  
Baptist Medical Center South*

# Executive Summary

In 2018, Baptist Health participated in a joint Community Health Needs Assessment with the Jacksonville Nonprofit Hospital Partnership. The Jacksonville Nonprofit Hospital Partnership CHNA Report focuses on the geographic area of Northeast Florida, which includes Baker, Clay, Duval, Nassau, and St. Johns counties in the state of Florida.

The CHNA process is conducted every three years and solicits input from local community stakeholders including nonprofit providers, community coalitions, vulnerable populations and the community at large through the use of focus group meetings, key informant interviews, and a survey available in paper and online. More than 1,000 people in Clay, Duval and St. Johns counties provided input for the CHNA. Community input is combined with health data to identify the top health needs for the community. The CHNA report for Baptist Medical Center South focuses on its service area, Clay, Duval and St. Johns counties which had a population of 1,369,652 residents according to 2016 U.S. Census Bureau population estimates.

The resulting CHNA offers a meaningful understanding of the most pressing health and health-related needs across Baptist Medical Center South's service area. The information and priorities defined as a result of the CHNA will help influence the development of new programs and the continuation of applicable services in an effort to improve the health of Jacksonville over the next three years. The CHNA report and this Community Health Plan are posted online at Baptist Health and can be found at [baptistjax.com/about-us/social-responsibility](http://baptistjax.com/about-us/social-responsibility).

## Community priorities identified as a result of the most recent CHNA process are:

Priority Health Area <i>[Ranked from highest to lowest priority]</i>	Secondary Data Scores <i>[score of 1.5 or above] [0 (good) – 3 (bad)]</i>	Key Informant Interviews <i>[issue cited by at least half of all 44 key informants]</i>	Focus Group Discussions <i>[issue cited in at least half of all 15 focus groups]</i>	Community Survey <i>[ranked order of importance by participants]</i>
<b>Access</b> (includes access to health care, transportation, safe housing, and nutrition)	Transportation (X) Exercise, Nutrition & Weight (X)	X	X	X
<b>Behavioral Health (Mental Health &amp; Substance Abuse)</b>	X	X	X	X
<b>Poverty</b>		X	X	
<b>Obesity &amp; Physical Activity</b>	X	X	X	X
<b>Maternal, Fetal &amp; Infant Health</b>	X			X
<b>Cancer</b>	X		X	X
<b>Vulnerable Populations</b>	X	X	X	X

# Community Health Plan 2019-2021

## METHODOLOGY AND PLAN DEVELOPMENT

This implementation plan describes how Baptist Medical Center Nassau plans to address the priority health areas identified in the 2018 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 extent of the need in the service area of the hospital; 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 2019-2021 time period..

<b>Access (includes access to health care, transportation, safe housing, and nutrition)</b>	<b>Y</b>
<b>Behavioral Health (Mental Health &amp; Substance Abuse)</b>	<b>Y</b>
<b>Poverty</b>	<b>N</b>
<b>Obesity &amp; Physical Activity</b>	<b>N</b>
<b>Maternal, Fetal &amp; Infant Health</b>	<b>Y</b>
<b>Cancer</b>	<b>N</b>
<b>Vulnerable Populations</b>	<b>N</b>

No entity can address all of the health needs present in its community. Baptist Medical Center South 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 plan does not include specific strategies to address the following health priorities that were identified in the 2018 Community Health Needs Assessment; however, each of these health needs will continue to be addressed through partnerships and ongoing initiatives:

**Poverty** - This need is being addressed by other entities in Clay, Duval and St. Johns counties, including United Way of Northeast Florida, which is supported by Baptist Health. In addition, Baptist Health’s Vice President of Community Investment and Impact actively participates in a community effort that includes businesses, city government and funders to end poverty in Jacksonville. Baptist Medical Center South does not anticipate implementing additional initiatives to address poverty. The hospital does not have sufficient resources to effectuate a significant change in this area, and believes resources devoted to its health plan should focus on other significant community health needs.



**Obesity and Physical Activity** - Baptist Medical Center South through Baptist Health operates 8 Weeks to Healthy Living, a nutrition and physical activity program, in partnership with faith organizations and the YMCA. Baptist Health also operates Healthy Living Centers in YMCA locations and Heath Connexions in the Jewish Community Alliance, located in the Baptist Medical Center South service area. Community members, regardless of membership with the YMCA or JCA, receive screenings and health coaching through the centers. Baptist Medical Center South does not anticipate implementing additional initiatives to address obesity and physical activity. Given this long-term investment, the hospital will focus on other significant community health needs.

**Cancer** – Baptist MD Anderson Cancer Center is part of the Baptist Medical Center South services. Baptist MD Anderson participates in outreach and education activities throughout Northeast Florida. Given this significant investment in cancer care and education in the Baptist Medical Center South service area, the hospital will focus on other significant community health needs.

**Vulnerable Populations** – Baptist Medical Center South is addressing the vulnerable populations of children and African Americans through strategies to address its prioritized health needs of Access to Care, Behavioral Health and Maternal, Fetal and Infant Health. As such, Baptist Medical Center South will not develop additional strategies to address vulnerable populations.

Although Baptist Medical Center South is able to play a direct role in addressing many health-related priorities, others will require the development of strategic partnerships with community service partners or involve the expertise of Baptist Medical Center South staff in the development of new and effective efforts that will be administered by other local community organizations. Regardless of the role Baptist Medical Center South will play in meeting needs, our organization remains committed to leading and supporting efforts that increase access to care and engage our patients in improving health and community wellbeing.

All Community Health Plan efforts implemented by Baptist Medical Center South must be measurable, achievable and financially feasible. This report reflects the goals and strategic objectives identified to address community priorities within Baptist Medical Center South's influence and scope of service.

# Community Priorities

## ACCESS TO CARE

Baptist Medical Center South has partnered with Muslim American Social Services, The Way Free Clinic and Vision is Priceless to provide access to care for people living in Baptist Medical Center South's service area who do not have insurance.

### Key Issues Identified in the Assessment

- There is a lack of adults with a usual source of health care in the service area
- There is a deficit of mental health services in the service area, with access being nearly impossible for those who are underinsured or uninsured
- There are language barriers and barriers due to transportation issues that affect access

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/ External Organizations
Increase access to health services for un- and under-insured people in the BMCS service area.	Continue partnering with organizations who provide access to care for Duval and Clay residents who do not have health insurance.	<ul style="list-style-type: none"> <li>• Number of people served</li> <li>• Evaluate health and wellness of participants</li> </ul>	<ul style="list-style-type: none"> <li>• MASS</li> <li>• The Way Free Clinic</li> <li>• Volunteers In Medicine</li> </ul>
	Support Duval free medical clinics and Federally Qualified Health Centers in collaborative efforts to increase access to care.	<ul style="list-style-type: none"> <li>• Number of people served</li> <li>• Evaluate health and wellness of participants</li> </ul>	<ul style="list-style-type: none"> <li>• Agape Health</li> <li>• Community Health Outreach</li> <li>• MASS</li> <li>• Mission House</li> <li>• Sulzbacher Center</li> <li>• We Care Jacksonville</li> <li>• Volunteers In Medicine</li> </ul>
	Continue partnering with organizations to provide referrals for and increase access to smoking cessation classes and assistive medication.	<ul style="list-style-type: none"> <li>• Number of people referred to programs</li> <li>• Number of people participating in classes</li> <li>• Number of people completing classes</li> </ul>	<ul style="list-style-type: none"> <li>• Agency Health Education Center</li> <li>• American Lung Association</li> </ul>
	Continue providing screenings and health coaching through Y healthy Living Centers and JCA Health Connexions.	<ul style="list-style-type: none"> <li>• Number of people receiving screening</li> <li>• Number of people receiving coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Florida's First Coast YMCA</li> <li>• Jewish Community Alliance</li> </ul>

## BEHAVIORAL HEALTH

Baptist Health has made behavioral health services a priority, providing comprehensive inpatient and outpatient services. Mental Health was a priority health need addressed by Baptist Medical Center South in the last three-year CHNA cycle, and the focus on this health need continues into this CHNA cycle as behavioral health needs of residents of Duval, Clay and St. Johns counties continue to increase.

### Key Issues Identified in the Assessment

- Many clinics are not equipped to deal with serious mental health illnesses
- Great need for psychiatrists for the underinsured/uninsured as services are expensive but mental health issues often affect those without coverage
- Smoking and drug use are prevalent in Duval County
- Alcohol use and health issues and outcomes related to it affect the entire service area

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/ External Organizations
Increase access to behavioral health services.	Continue offering Mental Health First Aid, a proven best practice to reduce stigma of mental illness which increases the likelihood that people will access care.	<ul style="list-style-type: none"> <li>• 3,000 people trained in Northeast Florida by 2021</li> <li>• Evaluate participant satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Jacksonville Nonprofit Hospital Partnership</li> <li>• National Council for Behavioral Health</li> <li>• Baptist Health Faith Partners</li> <li>• Florida's First Coast YMCA</li> </ul>
	Provide funding to innovative efforts to reduce stigma, advocate for increased services and increase access to care.	<ul style="list-style-type: none"> <li>• Evaluate the impact of each initiative according to its focus</li> </ul>	<ul style="list-style-type: none"> <li>• The Partnership For: Mental Health, A Project of Baptist Health and the Delores Barr Weaver Fund at The Community Foundation for Northeast Florida</li> </ul>
	Host a community-wide conference on mental health to reduce stigma and barriers to care.	<ul style="list-style-type: none"> <li>• Number of people engaging in treatment</li> <li>• Satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Faith organizations</li> <li>• University of North Florida</li> <li>• Community mental health providers</li> </ul>
	Provide education and prevention programming in the community.	<ul style="list-style-type: none"> <li>• Number of people attending the conference</li> </ul>	<ul style="list-style-type: none"> <li>• Florida's First Coast YMCA</li> <li>• Jewish Community Alliance</li> </ul>

## MATERNAL, FETAL AND INFANT HEALTH

Each year, approximately 2,500 babies are delivered at Baptist Medical Center South. The health and wellbeing of the mothers, fathers and their babies is important to the hospital. This health need is a new focus for Baptist Medical Center South due to the significant number of adverse outcomes in Jacksonville.

### Key Issues Identified in the Assessment

- Duval County in particular struggles in this area
- Adverse birth outcomes are prevalent as a result of substance abuse and smoking among pregnant women
- The environment that many people live in, particularly those who are low-income or underserved, is not conducive to good fetal and infant health

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/ External Organizations
Decrease the number of preterm births, babies with low birth weight and infant mortality.	Partner with the Northeast Florida Healthy Start Coalition to study the cause of every infant death in Northeast Florida in a 12-month period.	<ul style="list-style-type: none"> <li>• Causes for infant deaths in Northeast Florida</li> </ul>	<ul style="list-style-type: none"> <li>• Northeast Florida Healthy Start Coalition</li> <li>• Florida Blue</li> <li>• UF Health Jacksonville</li> <li>• Jacksonville University</li> </ul>
	Partner with Northeast Florida Healthy Start Coalition to develop a community plan to reduce the number of infant deaths.	<ul style="list-style-type: none"> <li>• Decrease in number of infant deaths</li> </ul>	<ul style="list-style-type: none"> <li>• Northeast Florida Healthy Start Coalition</li> <li>• Florida Blue</li> <li>• UF Health Jacksonville</li> <li>• Jacksonville University</li> <li>• The Community Foundation for Northeast Florida</li> </ul>
	Continue partnering with Duval County Public Schools to provide safe sex education through health curriculum.	<ul style="list-style-type: none"> <li>• Number of students participating in classes</li> </ul>	<ul style="list-style-type: none"> <li>• University of North Florida</li> <li>• Duval County Public Schools</li> </ul>
Support parents with perinatal mood disorders.	Provide a continuum of care including psychology and psychiatry support on an inpatient and outpatient basis.	<ul style="list-style-type: none"> <li>• Number of participants</li> </ul>	<ul style="list-style-type: none"> <li>• Private OBGYN Practices</li> </ul>
	Provide education on perinatal mood disorder to clinicians.	<ul style="list-style-type: none"> <li>• Number of people trained</li> </ul>	<ul style="list-style-type: none"> <li>• Postpartum Support International</li> </ul>
	Provide support groups to new mothers experiencing perinatal mood disorder.	<ul style="list-style-type: none"> <li>• Number of people participating in support groups</li> </ul>	<ul style="list-style-type: none"> <li>• Florida's First Coast YMCA</li> <li>• Postpartum Support International</li> </ul>