

Community Health Needs Assessment Implementation Strategy



"In response to the Community Health Needs Assessment, Baptist South will focus on addressing the key needs in our community in which we can have a significant impact. These include cancer, mental health, diabetes and communicable diseases."

*Ron Robinson, FACHE
Hospital President
Baptist Medical Center South*

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



Changing Health Care for Good.®

Baptist Medical Center South CHNA Implementation Strategy

Adopted by the Baptist Medical Center South Governing Board on: January 18, 2016

This document describes how Baptist Medical Center South (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 South 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 South
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 South Will Not Address
6. Implementation Strategy Adoption
7. List of People who Contributed to the Development of the Implementation Strategy

1. About Baptist Medical Center South

Baptist Medical Center South is a multi-specialty hospital 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

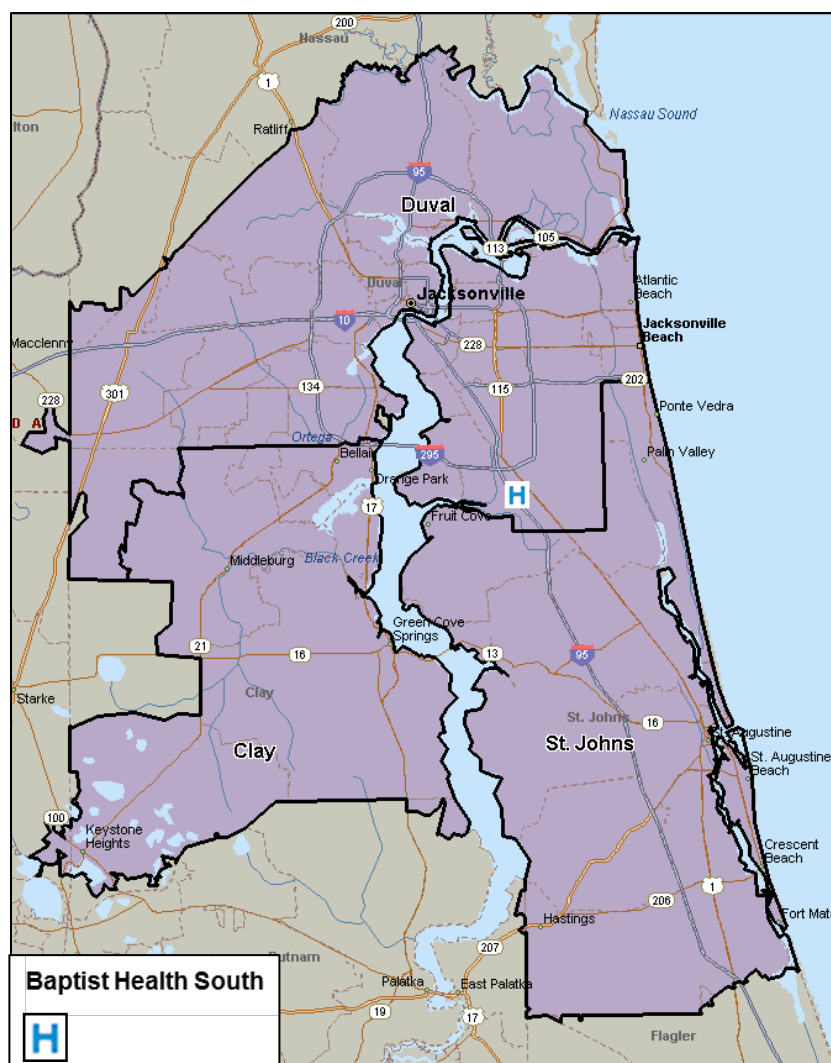
In striving to fulfill our mission, we will be guided by the enduring values of:

- 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 South's CHNA, the community was defined as Clay, Duval, and St. Johns counties, mapped below. In 2014, more than 94 percent of the hospital's inpatient discharges originated from these counties.



In 2015, the community was estimated to have a population of approximately 1,313,000 persons.

3. Summary of Significant Community Health Needs

Baptist Medical Center South's 2015 CHNA identified a number of significant health needs in Clay, Duval and St. Johns counties. 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 12 health needs as significant in the community, as described below.

Significant Community Health Needs Identified in the 2015 CHNA

Access

- Lack of knowledge about available services and resources, especially among residents lacking English proficiency and the elderly; lack of transportation and affordable care, low usage of preventive care, and difficulty accessing insurance; difficulty in accessing physician and specialist services for residents of St. Johns; insufficient resources to

Significant Community Health Needs Identified in the 2015 CHNA

address excessive alcohol consumption; and residents of Clay County face a relative low supply of primary care physicians, dentists, and mental health providers.

- Concerns about financial stability of safety net providers in the community.

Cancer

- Cancer is a leading cause of death in Clay, Duval, and St. Johns counties, overall cancer rates in Clay County exceed Florida average and lung cancer prevalence is particularly problematic; and smoking remains a significant community health problem.

Communicable Diseases

- Comparatively high rates of sexually transmitted infections (chlamydia, gonorrhea, HIV, tuberculosis) in Duval and Clay counties
- Age-adjusted rates of mortality from HIV/AIDS in the community far exceed Florida averages and Healthy People 2020 objectives

Dental Care

- Clay County has a comparatively low supply of dentists, and dental care was frequently cited as a need for the county.

Diabetes

- Comparatively high rates of diabetes incidence and mortality were identified in Clay and Duval counties.

Health Disparities

- Projected growth in Hispanic (Latino) residents
- Projected growth in the population aged 65 years and older
- Greater prevalence of drinking, smoking, inability to visit a doctor due to cost, asthma, stroke, and poor mental health for lower-income residents
- Greater prevalence of inability to visit a doctor due to cost, obesity, asthma, and diabetes for African American residents
- Greater prevalence of uninsurance, asthma, heavy or binge drinking, mortality from unintentional injury and suicide, and access to a personal physician for Hispanic (or Latino) residents of Duval County

Maternal and Child Health

- Problematic maternal and child health indicators in Clay County: preterm births, births to mothers who report smoking during pregnancy, births with late or no prenatal care, kindergarten children not fully immunized, high school graduation rates, and children ages five to 11 experiencing child abuse or sexual violence
- Problematic maternal and child health indicators in Duval County: preterm births, teen birth rates, domestic violence offenses, low birthweight births, infant mortality, and middle school and high school students without sufficient vigorous physical activity
- Problematic maternal and child health indicators in St. Johns County: teen birth rates and the percent of kindergarten children fully immunized

Significant Community Health Needs Identified in the 2015 CHNA

Mental Health

- Comparative lack of mental health resources in Florida, and in northeast Florida in particular
- In Clay County, a comparative undersupply of mental health providers exists.
- In Duval County, suicide rates have increased, stigma and costs hinder residents from accessing services, and transportation needs decrease access.
- In St. Johns County, the suicide rate is higher than the Florida average, there is a shortage of mental health professionals, and transportation is problematic for rural and low-income residents.
- Prevalence of mental health concerns in middle schools, and for adolescents, sexual minorities, those with limited English proficiency, low-income residents, the elderly, and veterans.

Nutrition, Physical Activity, and Obesity

- Comparatively high rates of adult obesity and physical inactivity.
- Poor diet and nutrition, along with limited physical activity were most identified by community residents as issues of concern; and poor parenting skills, particularly among young parents, were commonly cited as contributing to unhealthy behaviors.
- Food deserts are present in Clay County (Green Cove Springs), Duval County (Health Zone 1, and other areas in the central/southern areas of the county), and St. Johns County (St. Augustine).

Poverty

- More than one-third of Duval County Health Zone 1 residents live in poverty.
- Pockets of poverty exist in St. Johns County, notably Elkton and Hastings.
- Poverty rates are highest for Black (African American) residents of the three counties.
- Individuals providing input highlighted, poverty, lack of affordable housing, and youth unemployment as issues affecting quality of life, particularly in rural areas of St. Johns County.

Smoking

- Twenty percent of adults have reported that they smoke regularly – a rate above the U.S. average of 18 percent; adult smoking rates are higher in Clay and Duval counties than other counties in Florida.

Transportation

- Community concerns about a lack of reliable public transportation, particularly across county lines.
- 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 South 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 South 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	N
Cancer	Y
Communicable Diseases	Y
Dental Care	N
Diabetes	Y
Health Disparities	N
Maternal and Child Health	N
Mental Health	Y
Nutrition, Physical Activity, and Obesity	N
Poverty	N
Smoking	N
Transportation	N

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

- Actions Baptist South 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.

Cancer

To address this need, Baptist South will undertake the following initiatives:

1. Use its partnership with MD Anderson to increase awareness about lifestyle and other risk factors linked to cancer and provide resources and information on wellness and prevention within the Baptist MD Anderson Cancer Center.
2. 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.
3. 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.
4. Educate young adults and parents on the importance of the HPV vaccine in preventing cervical cancer.
5. 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.
6. Offer community education sessions on various forms of cancer.
7. Provide information at health fairs and other community events about the health risks associated with smoking and resources for smoking cessation.
8. Partner with local organizations in order to better educate women on the risks of smoking while pregnant.
9. Facilitate classes on the dangers of tobacco products in middle schools, high schools, colleges and universities.

Planned Collaborations: In implementing the above initiatives, Baptist South anticipates collaborating with the following organizations:

- Baptist MD Anderson Cancer Center
- Northeast Florida AHEC
- Florida Department of Health - Duval, St. Johns, and Clay counties
- Public School Districts - Duval, St. Johns, and Clay counties
- Local colleges and universities
- 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 educated on the HPV vaccine
- More middle school, high school, and college students educated on the dangers of smoking and smokeless tobacco

Evaluation Plan: Baptist South will assess the impact of the above initiatives as part of the community health needs assessment it will conduct in 2018 including:

- Track the number of men who have PSA screenings and the number of abnormal results requiring follow up
- 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
- 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
- Analyze survey results from participants at health education sessions to measure knowledge gains and planned lifestyle changes
- Track the number of individuals who receive HPV education
- Monitor HPV vaccination rates

Communicable Diseases

To address this need, Baptist South will undertake the following initiatives:

1. Offer community education sessions on STIs.
2. Partner with local colleges and universities to enhance STI education programs.
3. Offer STI prevention and safe sex education at community events and health fairs.
4. Partner with Duval County, St. John's County, and Clay County Public Schools to enhance STI education and awareness.
5. Partner with local agencies to increase awareness of existing HIV and STI testing and treatment sites and help grow additional HIV and STI testing sites in the community.

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

- The Way Clinic
- Local colleges and universities
- Public School Districts - Duval, St. Johns, and Clay counties
- Florida Department of Health - Duval, St. Johns, and Clay counties
- Others

Anticipated Impacts:

- Increased educational programs offered on STI prevention

- Increased awareness of screenings and treatment options in the community which will lead to a reduction in STI rates

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

- Measure knowledge gained of the participants from educational sessions through a survey
- Monitor STI rates as provided by the Florida Department of Health
- Track the number of individuals who receive STI education
- Track the number of individuals screened through planned collaborations

Diabetes

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

1. Offer community education sessions on diabetes, obesity, nutrition, and lifestyle education.
2. Provide glucose and BMI screenings at community events and health fairs and provide follow-up resources to people found to be high-risk for developing diabetes.
3. Offer “8 Weeks to Healthy Living” program to local faith-based and community organizations.
4. Provide care coordination services for pre-diabetic and diabetic patients in primary care offices.
5. Partner with Duval, St. John’s, and Clay counties Public School Districts to enhance diabetes, obesity, nutrition, and lifestyle education.
6. Provide education to adults and children on healthy eating habits, obesity, nutrition, and lifestyle.
7. Increase awareness of the resources provided by YMCA Healthy Living Centers and JCA Health Connexions.

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

- YMCA
- JCA
- THE PLAYERS Center for Child Health at Wolfson Children’s Hospital
- American Diabetes Association
- Public School Districts - Duval, St. Johns, and Clay counties
- Faith-based and community organizations
- Others

Anticipated Impacts:

- Increased educational programs offered pertaining to diabetes, obesity, nutrition, and lifestyle choices
- Increased number of BMI and glucose screenings in the community

Evaluation Plan: Baptist South will assess the impact of the above initiatives as part of the community health needs assessment it will conduct in 2018 including:

- Track number of people participating in health education sessions

- Measure knowledge gains and planned lifestyle changes from participants at health education sessions via survey
- Track the number of free glucose and BMI screenings provided to community members

Mental Health

To address this need, Baptist Medical Center South will undertake the following 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. Offer Mental Health education sessions and information to the community.
3. Provide mindfulness training and coaching through Y Healthy Living Centers and JCA Health Connexions.
4. Offer Youth Mental Health First Aid training for community members on the warning signs of mental illness and what to do to help young people.
5. Offer Adult Mental Health First Aid training for community members on the warning signs of mental illness and what to do to help adults.
6. Partner with faith-based organizations to offer Faith and Mental Health education.
7. Train adults in the community on recognizing the warning signs of mental illness and suicide among youth.
8. 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 South anticipates collaborating with the following organizations:

- United Way of Northeast Florida
- Mental Health America
- Starting Point
- YMCA
- JCA
- Others

Anticipated Impacts:

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

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

- 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
- The number of participants in the Adult Mental Health First Aid eight-hour training will be tracked and knowledge gains measured through surveys

- The number of participants in training on youth mental illness and suicide will be tracked and knowledge gains will be measured via survey of participants
- Monitor admissions in emergency department related to mental health
- Monitor rates of suicide in the community

5. Needs Baptist Medical Center South Will Not Address

No entity can address all of the health needs present in its community. Baptist 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 implementation strategy does not include specific plans to address the following health needs that were identified in the 2015 Community Health Needs Assessment:

Access. Baptist South supports The Way Free Clinic, Muslim American Social Services and Mission House clinic services to increase access to health care and does not anticipate implementing additional initiatives. Due to the availability of other resources in the community the hospital will focus on other significant community health needs.

Dental Care. Baptist South is supporting the Florida Dental Health Association to provide dental services for people who currently do not have access and does not anticipate implementing additional initiatives. The hospital does not have sufficient resources to effectuate a significant change in this area, and will focus on other significant community health needs.

Health Disparities. Baptist South supports The Way Free Clinic, Muslim American Social Services and Mission House clinic services to address health disparities and does not anticipate implementing additional initiatives. Due to the availability of other resources in the community the hospital will focus on other significant community health needs.

Maternal and Child Health. Baptist South supports The Way Free Clinic, Muslim American Social Services and Mission House clinic services to provide maternal and child health services and does not anticipate implementing additional initiatives. In addition, Baptist Health is comprised of THE PLAYERS Center for Child Health which addresses maternal and child health across the five-county region. Baptist South 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 South's efforts to address the priority need of diabetes will incorporate nutrition, physical activity, and obesity as a whole. The hospital's efforts to address healthy living will focus on diabetes prevention.

Poverty. Baptist South does not anticipate implementing additional initiatives to address poverty. This need is being addressed by other entities in Clay, Duval, and St. Johns counties including United Way of Northeast Florida. Baptist Health is an advocate and supporter of United Way which addresses poverty in northeast Florida. The hospital does not have sufficient resources to effectuate a significant change in this area, and will focus on other significant community health needs.

Smoking. Baptist South's efforts in cancer programming will incorporate smoking cessation to decrease the prevalence of lung and other cancers associated with smoking. In addition, this need is being addressed by other entities in Clay, Duval, and St. Johns counties.

Transportation. Baptist South does not anticipate implementing additional initiatives to address transportation. This need is being addressed by other entities in Clay, Duval, and St. Johns counties. 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 South reviewed and adopted this plan at its January 18, 2016 board meeting.

7. People Contributing to the Development of the Implementation Strategy

Dr. Terrie Andrews, Baptist Health
Carolyn Baggett, Baptist MD Anderson
Heather Crowley, Duval County Public Schools
Megan Denk, Wolfson Children's Hospital
Angela Dickinson, Baptist Health
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