

Wolfson Children's Hospital

Community Health Plan

2019 – 2021



*Approved by Board of Directors on
February 28, 2019*

baptistjax.com/about-us/social-responsibility



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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. 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.

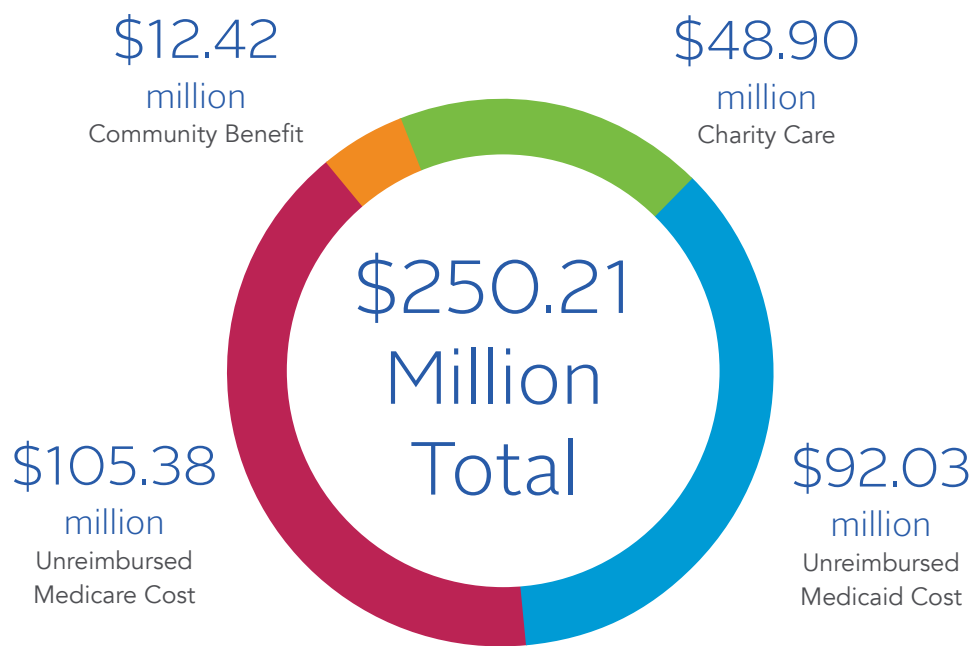
Let’s take a closer look at the benefits Baptist Health provides Northeast Florida.

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 WOLFSON CHILDREN'S HOSPITAL

Wolfson Children's Hospital is the only hospital in Northeast Florida completely dedicated to children. In this unique, family-centered environment, nationally renowned pediatric physicians, researchers, nurses and staff work together to provide the region's highest level of specialized care for kids from birth to age 17. The hospital opened in 1955 and serves Baker, Clay, Columbia, Duval, Flagler, Nassau and St. Johns counties in Northeast Florida.

This 216-bed children's hospital is recognized nationally:

- Ranked among "America's Best" by U.S. News
- Magnet™-designated hospital

Wolfson Children's Hospital's services include:

- 24/7 Children's Emergency and Trauma Center plus ERs at Clay, Town Center and North
- Level III Newborn Intensive Care
- Kids Kare Mobile ICU transport
- Terry Children's Heart Center
- Stys Neuroscience Institute
- Pediatric Orthopaedic Program
- Cancer Program
- Surgical Services
- Pediatric Sleep Disorders Center
- Behavioral Health
- Pediatric imaging in multiple locations around the area
- Community Asthma Partnership
- Wolfson Pediatric Diabetes Center
- Early Autism Intervention Program
- Wolfson Children's Rehabilitation
- THE PLAYERS Center for Child Health

Wolfson Children's Hospital is part of Baptist Health, the only nonprofit, mission-driven and locally-governed health care system in Northeast Florida. Wolfson Children's 15-person board of directors is led by Eric Sandler, MD. Michael D. Aubin, FACHE, serves as hospital president. The board is comprised of community leaders and volunteers who ensure the hospital is meeting local community needs.



Wolfson Children's Hospital is a resource for children across the Southeast to receive the highest quality pediatric care when they need it most. But it is our duty, as Northeast Florida's only children's hospital, is to ensure we address health needs that distress our Northeast Florida community families most. This collaborative Community Health Needs Assessment among local not-for-profit health care providers helps us determine where to best focus our efforts to ensure the best possible health of area families by uncovering barriers that might keep people from accessing care. This is how we can make a tangible difference in improving the health of our most vulnerable citizens."

Michael D. Aubin, FACHE

*Hospital President,
Wolfson Children's Hospital*

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 1,300 people in Baker, Clay, Duval, Nassau 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 Jacksonville focuses on its service area, Duval County which had a population of 1,478,212 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 Wolfson Children's Hospital'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.

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>
Access (includes access to health care, transportation, safe housing, and nutrition)	Transportation (X) Exercise, Nutrition & Weight (X)	X	X	X
Behavioral Health (Mental Health & Substance Abuse)	X	X	X	X
Poverty		X	X	
Obesity & Physical Activity	X	X	X	X
Maternal, Fetal & Infant Health	X			X
Cancer	X		X	X
Vulnerable Populations	X	X	X	X

Wolfson Children's Hospital

Community Health Plan 2019-2021

METHODOLOGY AND PLAN DEVELOPMENT

This implementation plan describes how Wolfson Children's Hospital 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

Wolfson Children's Hospital 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.

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

No entity can address all of the health needs present in its community. Wolfson Children's Hospital 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 Northeast Florida, 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. Wolfson Children's Hospital 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 –Wolfson Children’s Hospital through THE PLAYERS Center for Child Health provides developmentally and age appropriate nutrition education to children in classroom and community based settings. In addition, Wolfson Children’s Hospital provides support for the local Play 60 program, the NFL initiative that encourages 6th grade students to get 60 minutes of physical activity a day. Wolfson Children’s Hospital 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 – Wolfson Children’s Hospital partners with Nemours Children’s Specialty Care to provide top-rated cancer care to children in Wolfson Children’s Hospital’s service area. Given this significant partnership and limited resources, Wolfson Children’s Hospital has determined it is best to use its resources to address the prioritized health needs of Access to Care, Behavioral Health and Maternal, Fetal and Infant Health.

Vulnerable Populations – Wolfson Children’s Hospital 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, Wolfson Children’s Hospital will not develop additional strategies to address vulnerable populations.

Although Wolfson Children’s Hospital 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 Wolfson Children’s Hospital staff in the development of new and effective efforts that will be administered by other local community organizations. Regardless of the role Wolfson Children’s Hospital 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 Wolfson Children’s Hospital must be measurable, achievable and financially feasible. This report reflects the goals and strategic objectives identified to address community priorities within Wolfson Children’s Hospital’s influence and scope of service.

Community Priorities

ACCESS TO CARE

In 2015, Baptist Health and Wolfson Children's Hospital established a goal to transform the health of children in our community. By improving access and increasing utilization of primary care services, we can improve health outcomes and reduce preventable ED visits and hospitalizations. Wolfson Children's Hospital aims to partner with community organizations in order to ensure that every child in Northeast Florida has healthcare.

Research indicates that school-based health centers are an effective mechanism for providing health care to children and youth due to convenient access. In a December 2013 survey of Duval County Public Schools (DCPS) administrators, 86% of respondents had some need or a great need for health services in their school. Services identified as needed included vision, dental and overall health services. In consultation with DCPS, Ribault High School and Ribault Middle School were identified as the first sites to initiate health centers based on need, proximity to each other, and the existing presence of mental health services in the schools.

Health services in Ribault High School and Ribault Middle School began in January of 2018. A community health center was also opened to increase access to all children under age 21 in the community. The health centers are operated by Sulzbacher Center, a Federally Qualified Health Center, with a pediatrician from UF Health Jacksonville. Full Service Schools will continue to provide mental health services and Wolfson will work in partnership with Full Service Schools and others to initiate additional programs and services aimed to impact the social determinants of health.

Funding for these services is provided by Baptist Health, grants, donors and Medicaid revenue.

Key Issues Identified in the Assessment

- For families across Wolfson Children's Hospital service area, access due to transportation and waiting times can be a major barrier to family health.
- Child food insecurity is high within Wolfson Children's Hospital service area.

Children with Health Insurance (2016)		Primary Care Provider Rate (2015)		Child Food Insecurity Rate (2015)		Food insecure children likely ineligible for assistance (2015)	
Florida	93.8%	Florida	72.7%	Florida	22.7%	Florida	29.0%
Baker	NA	Baker	43.8%	Baker	23.8%	Baker	30.0%
Clay	94.6%	Clay	56.9%	Clay	19.7%	Clay	39.9%
Duval	95.0%	Duval	85.5%	Duval	23.2%	Duval	29.0%
Nassau	94.9%	Nassau	45.9%	Nassau	22.9%	Nassau	36.0%
St. Johns	97.1%	St. Johns	90.5%	St. Johns	18.8%	St. Johns	52.0%

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/ External Organizations
Every Child in Northeast Florida has Health Care	Continue operating health centers in schools in the Ribault and Raines feeder pat-tern in Duval County.	<ul style="list-style-type: none"> • Number of visits • Student health as measured through surveys 	<ul style="list-style-type: none"> • Sulzbacher Center • Department of Health – Duval • Duval County Public Schools • UF Health Jacksonville • Full Service Schools
	Provide enrollment assistance to children eligible for Florida KidCare.	<ul style="list-style-type: none"> • Number of children enrolled in Florida KidCare 	<ul style="list-style-type: none"> • Duval County Public Schools • St Vincent's Mobile Health outreach • Lutheran Services Florida Head Start • Clay County Public Schools
	Provide asthma education to children diagnosed with the chronic disease.	<ul style="list-style-type: none"> • Pre and post-test for knowledge gains • Number of children/adults educated 	<ul style="list-style-type: none"> • Duval County Public Schools • Clay County Public Schools • St Johns County Head Start
	Partner with Children's Home Society, Clay Public Schools and Azalea Health to assess the feasibility of offer-ing health services in the Clay County Community Schools and developing a plan if determined to be feasible.	<ul style="list-style-type: none"> • Feasibility of offering health services in Wilkinson Junior High and Keystone Heights Junior/Senior High 	<ul style="list-style-type: none"> • Children's Home Society Buckner Division • Clay County Public Schools • Azalea Health

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 Wolfson Children's Hospital in the last three-year CHNA cycle, and the focus on this health need continues into this CHNA cycle as behavioral health needs of children and youth in the Wolfson Children's Hospital service area continue to increase.

Key Issues Identified in the Assessment

- Access to mental health providers for children and families in the region served by Wolfson Children's Hospital is a barrier
- The opioid epidemic impacts the health of children in both the social environment and family life as well as their ability to access health care

Duval Middle School – Suicide Youth Risk Behavior Survey	
Ever seriously thought about killing themselves	25.9%
Ever made a plan about how they would kill themselves	21.7%
Ever tried to kill themselves	16.8%

Duval High School – Suicide Youth Risk Behavior Survey		Florida
Seriously considered attempting suicide	20.8%	13.8%
Made a serious plan to attempt suicide	18.5%	10.7%
Attempted Suicide	18.8%	7.6%
Felt hopeless or sad almost every day for two weeks in a row	35.1%	27.8%

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"> • 3,000 people trained by 2021 • Evaluate participant satisfaction 	<ul style="list-style-type: none"> • Jacksonville Nonprofit Hospital Partnership • National Council for Behavioral Health • Baptist Health Faith Partners • Florida's First Coast YMCA
	Continue offering Youth 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"> • Number of people trained • Evaluate participant satisfaction 	<ul style="list-style-type: none"> • National Council for Behavioral Health • Duval County Public Schools • UNF nursing students • Jacksonville Sports Medicine Program – Athletic Directors
	Support implementation of Calm Classroom in Northeast Florida.	<ul style="list-style-type: none"> • Number of schools and organizations participating in Calm Classroom • Evaluation of implementation and results 	<ul style="list-style-type: none"> • Calm Classroom • Duval County Public Schools • BASCA • Early Learning Coalition of Duval • University of North Florida • North Florida School for Special Education
	Provide funding to innovative efforts to reduce stigma, advocate for increased services and increase access to care.	<ul style="list-style-type: none"> • Evaluate the impact of each initiative according to its focus 	<ul style="list-style-type: none"> • A Partnership For: Mental Health, A Project of Baptist Health and the Delores Barr Weaver Fund at The Community Foundation for Northeast Florida
	Provide screenings of The Ripple Effect to reduce stigma, the screenings will include a local resource guide.	<ul style="list-style-type: none"> • Number of participants at screenings 	<ul style="list-style-type: none"> • First Coast YMCA

MATERNAL, FETAL AND INFANT HEALTH

Each year, approximately 17,500 babies are born in Northeast Florida. The health and wellbeing of the mothers, fathers and their babies is important to Baptist Health and Wolfson Children's Hospital. This health need continues to be a focus for Wolfson Children's Hospital due to the significant number of adverse outcomes in the hospital's service area.

Key Issues Identified in the Assessment

- High rates of adverse outcomes in service area, such as preterm births, babies with low birth weight, infant mortality
- Large proportion of mothers do not receive early prenatal care
- Adverse birth outcomes are prevalent as a result of substance abuse among pregnant women
- Based on secondary data indicators, Baker and Duval counties have the poorest health outcomes and health behaviors related to Maternal, Fetal and Infant health compared to the area served by Wolfson Children's Hospital

Infant Mortality Rate	
Florida	6.1
Baker	6.7
Clay	5.5
Duval	8.3
Nassau	5.1
St. Johns	5.4

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"> • Causes for infant deaths in Northeast Florida 	<ul style="list-style-type: none"> • Northeast Florida Healthy Start Coalition • Florida Blue • UF Health Jacksonville • Jacksonville University
	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"> • Decrease in number of infant deaths 	<ul style="list-style-type: none"> • Northeast Florida Healthy Start Coalition • Florida Blue • UF Health Jacksonville • Jacksonville University • The Community Foundation for Northeast Florida
	Offer Ready, Set, Sleep class focused on in-creasing awareness of safe sleep practices and CPR to expectants mothers.	<ul style="list-style-type: none"> • Measure pre and post-test knowledge gains • Number of participants to class 	<ul style="list-style-type: none"> • Florida Department of Health – Duval Healthy Start • UF Health Healthy Start
	Continue partnering with Duval County Public Schools to pro-vide safe sex education through health curriculum.	<ul style="list-style-type: none"> • Number of students participating in classes 	<ul style="list-style-type: none"> • University of North Florida • Duval County Public Schools