

Baptist Medical Center Beaches

Community Health Plan

2019 – 2021



*Approved by Board of Directors on
February 7, 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.

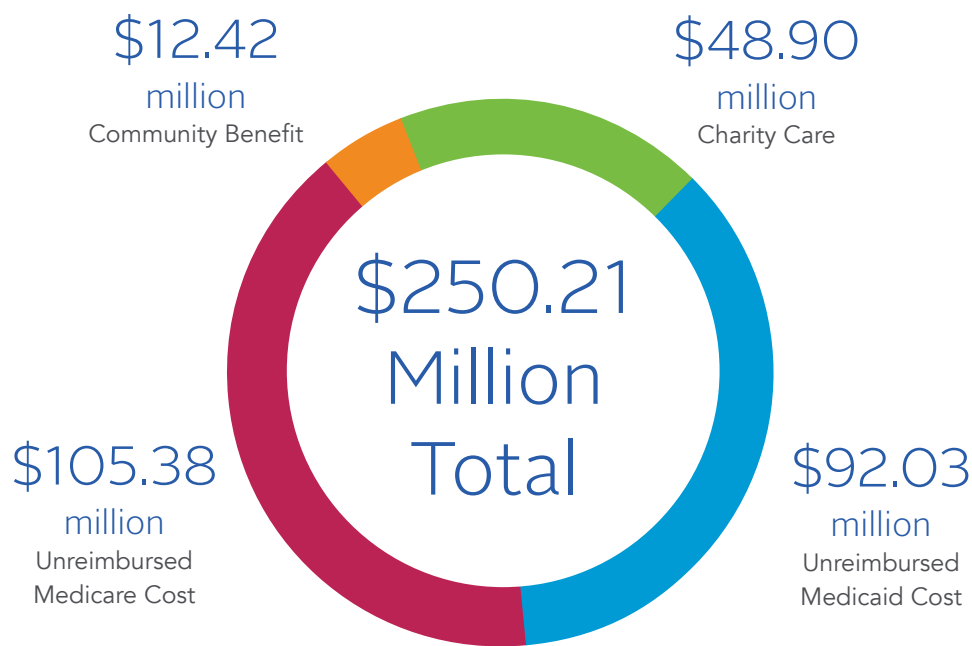
Let’s take a closer look at the benefits Baptist Health provides Northeast Florida.

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 BAPTIST MEDICAL CENTER BEACHES

This full-service community hospital is located just a half-mile from the Atlantic Ocean, and a few blocks west of State Road A1A. Baptist Beaches serves residents in Atlantic, Neptune, Jacksonville and Ponte Vedra beaches, in addition to communities west of the Intracoastal Waterway. The hospital provides easy access to comprehensive, high-tech medical and surgical care close to home, and is the only hospital-based, 24-hour emergency service at the beach.



The 146-bed community hospital has been recognized nationally:

- Top 100 Hospital
- Magnet™ -designated hospital

The hospital's services include:

- 24/7 Emergency Center with Accredited Chest Pain Center,
- Primary Stroke Center and LifeFlight
- Surgical Services (inpatient and outpatient)
- Wilson Cancer Care Center
- AgeWell Advanced Care Unit for Seniors
- AgeWell Institute for Senior Health
- Center for Endoscopy
- Maternity with expansive patient suites
- Breast Health Program with digital mammography
- Cardiology, Catheterization Lab
- Neurological Diagnostics
- Orthopedics
- Center for Joint Replacement
- Advanced Imaging (64-channel CT, MRI, PET/CT)
- Sleep Disorders Center
- Bloodless Medicine and Surgery Program
- Rehabilitation Services
- Center for Wound Care and Hyperbaric Medicine
- Community Health Education

Baptist Beaches is part of Baptist Health, the only nonprofit, mission-driven and locally-governed health care system in Northeast Florida. Baptist Beaches' 15-person board of directors is comprised of local community leaders and volunteers who ensure the hospital is meeting community needs. Peter Ghiloni, president and chief executive officer of Swisher International, chairs the board and Joseph Mitrick, FACHE, serves as hospital president.



As the only hospital east of the Intracoastal Waterway, Baptist Medical Center Beaches has an important responsibility to provide for the unmet health needs in our community. Through our community health needs assessment, we are able to identify these needs and develop strategic programming to improve our community's health status. The assessment process also allows us to coordinate our efforts with other area healthcare providers and our community partners, creating even greater health benefits for the people who need it the most."

Joseph M. Mitrick, FACHE

*Hospital President,
Baptist Medical Center Beaches*

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 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 Beaches focuses on its service area, Duval and St. Johns counties which had a population of 1,161,342 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 Beaches' 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

Community Health Plan 2019-2021

METHODOLOGY AND PLAN DEVELOPMENT

This implementation plan describes how Baptist Medical Center Beaches 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 Beaches 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 in addition to current partnerships and ongoing activities 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	N
Cancer	N
Vulnerable Populations	Y – Seniors

No entity can address all of the health needs present in its community. Baptist Medical Center Beaches 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. Baptist Medical Center Beaches 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 Beaches 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 in the Baptist Medical Center Beaches service area. Community members, regardless of membership with the YMCA, receive screenings and health coaching through the centers. Baptist Medical Center Beaches 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 Beaches 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 Beaches service area, the hospital will focus on other significant community health needs.

Maternal, Fetal and Infant Health – Wolfson Children’s Hospital in the Baptist Health system has prioritized Maternal, Fetal and Infant Health. As the Northeast Florida region’s children’s hospital, the strategies implemented by Wolfson Children’s Hospital will impact the Baptist Medical Center Beaches service area.

Although Baptist Medical Center Beaches 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 Beaches’ 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 Beaches will play in meeting needs, Baptist 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 Beaches must be measurable, achievable and financially feasible. This report reflects the goals and strategic objectives identified to address community priorities within Baptist Medical Center Beaches’ influence and scope of service.

Community Priorities

ACCESS TO CARE

As the Beaches communities' main source of health care, Baptist Medical Center Beaches has partnered with the Beaches Health and Wellness initiative for many years. The Beaches Health and Wellness initiative is led by We Care Jacksonville. Active participants include Baptist Medical Center Beaches, BEAM, Sulzbacher Center, Muslim American Social Services and Mission House.

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
- Lack of access to proper nutrition in some areas – food desert designation in Atlantic Beach

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/ External Organizations
Increase access to health services for un- and under-insured people in the BMCB service area.	Continue participation in the Beaches Health and Wellness initiative.	<ul style="list-style-type: none"> • Number of people served • Evaluate health and wellness of participants 	<ul style="list-style-type: none"> • We Care Jacksonville • Beaches Emergency Assistance Ministry (BEAM) • Sulzbacher Center • Muslim American Social Services (MASS) • Mission House
	Support Duval free medical clinics and Federally Qualified Health Centers in collaborative efforts to increase access to care.	<ul style="list-style-type: none"> • Number of people served • Evaluate health and wellness of participants 	<ul style="list-style-type: none"> • Agape Health • Community Health Outreach • MASS • Mission House • Sulzbacher Center • We Care Jacksonville • Volunteers In Medicine
	Partner with area faith partners and civic groups to offer health education.	<ul style="list-style-type: none"> • Number of partner organizations • Number of people served 	<ul style="list-style-type: none"> • Faith partners • Rotary Club • Y Healthy Living Center
	Continue partnerships to offer free smoking cessation classes.	<ul style="list-style-type: none"> • Number of people referred for classes • Number of people who participate in and complete classes 	<ul style="list-style-type: none"> • NE Florida Area Health Education Center (AHEC)
	Develop resource catalog for transportation, prescription assistance, nutrition, and health services to better connect people to available resources.	<ul style="list-style-type: none"> • Number of people trained on available community resources 	<ul style="list-style-type: none"> • We Care Jacksonville • BEAM • Sulzbacher Center • MASS • Mission House • Beaches Council on Aging
	Connect healthcare professionals to volunteer opportunities at community health events and clinics.	<ul style="list-style-type: none"> • Number of opportunities • Number of participants 	<ul style="list-style-type: none"> • Baptist Excel nursing program
Increase access to nutritious food to frail seniors.	Partner with Meals on Wheels to provide nutritional meals to seniors on the state waiting list for services.	<ul style="list-style-type: none"> • Number of seniors receiving meals 	<ul style="list-style-type: none"> • University of North Florida

BEHAVIORAL HEALTH

Baptist Health has made behavioral health services a priority, providing comprehensive inpatient and outpatient services to both children and adults. Mental Health was a priority health need addressed by Baptist Medical Center Beaches in the last three-year CHNA cycle, and the focus on this health need continues into this CHNA cycle as behavioral health needs of Jacksonville residents continue to increase.

Key Issues Identified in the Assessment

- Alcohol use continues to negatively affect the region
- Stigma related to mental health and substance abuse often prevents those affected from seeking help
- Depression and substance abuse issues among seniors is growing
- Many healthcare providers are not equipped to deal with serious mental health illnesses
- There is a great need for psychiatrists for the underinsured and uninsured as services are expensive but mental health issues often affect those without coverage

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
	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"> • The Partnership For: Mental Health, A Project of Baptist Health and the Delores Barr Weaver Fund at The Community Foundation for Northeast Florida
	Continue offering free post-partum support and meditation programs.	<ul style="list-style-type: none"> • Number of offerings 	<ul style="list-style-type: none"> • Baptist Women's Resource Center
	Continue hosting behavioral health support groups.	<ul style="list-style-type: none"> • Number of sessions held at location • Estimated value of no-cost meeting space 	<ul style="list-style-type: none"> • Substance abuse and mental health support organizations
	Host a community-wide conference on mental health to reduce stigma and barriers to care.	<ul style="list-style-type: none"> • Number of people attending the conference • Satisfaction surveys 	<ul style="list-style-type: none"> • Faith organizations • University of North Florida • Community mental health providers
	Provide education and prevention programming in the community.	<ul style="list-style-type: none"> • Number of people participating in programs 	<ul style="list-style-type: none"> • Florida's First Coast YMCA

VULNERABLE POPULATION – SENIORS

Seniors, the fastest-growing population in Northeast Florida, is identified as a population in need of services through the 2018 needs assessment. Baptist Health partnered with United Way in 2003 to better serve our senior population resulting in a Robert Wood Johnson grant to provide additional social supports to frail seniors upon discharge from our downtown hospital. These early efforts informed the development of AgeWell, which opened as the region's first and only comprehensive geriatric program in 2012. AgeWell provides an enriched level of specialized, geriatric primary care uniquely designed to meet the needs of our community's medically complex, frail seniors. The Institute provides comprehensive geriatric assessments and utilizes evidenced-based protocols through an integrated, interdisciplinary care team model. The team includes Geriatricians, Gero-Psychiatrist, Psychologist, RN Care Manager, Licensed Social Workers, Clinical Pharmacists, Nutritionist, a rehab team, and Social Service coordinators. The team of geriatric specialists extend traditional medical boundaries to address the social and emotional needs of patients and their caregivers; promoting better health and maximizing their functional capacity and ability to live at home in their communities. Most of the non-medical services are unreimbursed by Medicare or other insurance carriers and not charged to patients. The type of comprehensive geriatric care is typically only available at academic medical centers where unreimbursed costs can be covered/reduced through residents and fellowships and research funding.

Health needs identified in the survey include:

- According to the data, the Medicare population has high rates of chronic diseases and injuries; specifically, atrial fibrillation, cancer, hyperlipidemia, rheumatoid arthritis, and stroke.
- In Duval County, the Age-Adjusted Death Rate due to Falls is higher than the state average.
- The percentages of older adults over age 65 with influenza and pneumonia vaccinations are lower than the state average.

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/ External Organizations
Reduce isolation of frail seniors and proactively identify health needs.	Partner with Meals on Wings to provide nutritional meals to seniors on the state waiting list for services.	<ul style="list-style-type: none"> • Number of seniors receiving meals 	<ul style="list-style-type: none"> • University of North Florida
Provide educational, therapeutic, and exercise opportunities for seniors and caregivers to improve the health of seniors.	Expand ENRICH enhancement programs for seniors experiencing moderately severe cognitive impairment and their care partners.	<ul style="list-style-type: none"> • Number of seniors and care partners who participate • Evaluation of program satisfaction and health outcomes 	<ul style="list-style-type: none"> • Baptist Health AgeWell
	Partner with area faith partners, civic groups and AHEC to offer senior programming to address health needs.	<ul style="list-style-type: none"> • Number of seniors who participate • Evaluation of program satisfaction and health outcomes 	<ul style="list-style-type: none"> • Area Health Education Center (AHEC) • ElderSource • Pablo Towers • Pablo Hamlet • Faith organizations