

Baptist Medical Center Nassau

Community Health Plan

2022-2024



Approved by Board of Directors on January 26, 2022

baptistjax.com/about-us/social-responsibility



Changing
Health Care
for Good.®

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Since 1955, Baptist Health has served as a source of healing and hope for all in Northeast Florida. Led by the community – for the community – we are committed to improving the health of all our residents, and the work of Social Responsibility and Community Health remains at the heart of our mission and values today.

We understand that a person's health and well-being is primarily influenced by what happens their everyday lives. That's why we work closely with local community and faith-based organizations to reach residents where they are.

Through the community health needs assessment, we're able to gain a deeper understanding of the most pressing health issues and to expand programming and partnerships to address those needs. Here are just a few examples of our ongoing investments in the community's health:

- Through JaxCareConnect, we're helping to expand pathways to ensure all adult residents find a primary care home, regardless of their insurance or financial status.
- We are providing additional support and resources for mothers after delivery through our WELLcome Home program, which offers a free home visit with a registered nurse who provides information, support and community referrals. This program supported 1,250 families in 2021 alone.
- Working with Project Save Lives, we are facilitating life-saving connections for those in need of mental health and substance use support. When patients arrive at Baptist Jacksonville and Baptist North emergency departments, they are met by peer recovery specialists who can assist with securing needed treatment once they are released.

Yet we know there is more work to be done. The 2022 Community Health Needs Assessment has illuminated our continued need to focus on mental health, maternal and child health, and access to care. We have renewed our commitment to these priorities for the next three years alongside an added focus on social determinants of health, including transportation and access to healthy food. We've begun work with Blue Zones, a research-based, long-term initiative designed to address social determinants of health in Jacksonville. In addition, we're integrating the work of our Congregational Health Network, which helps connect seniors with volunteers who can offer the health, faith and community support they need to maintain wellness.

Baptist Health is truly honored to serve our community as the only faith-based, locally governed, not-for-profit health system in Northeast Florida. On behalf of our team members, medical staff and Boards of Directors, allow me to express our heartfelt gratitude to all who share in our mission of improving the health and well-being of our community.

Sincerely,

A handwritten signature in black ink, reading "Michael A. Mayo".

Michael A. Mayo, DHA, FACHE
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 with a sixth hospital opening in late 2022, four 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 1,326 licensed beds, the health system is the market leader with inpatient market share of 32.6%.
- Baptist Health is Jacksonville's largest private employer, employing more than 12,720 team members.
- Baptist Health has a medical staff of 1,781 physicians practicing in 150 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 170 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 Orthopedic 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 & Honors

- All five Baptist Health hospitals have achieved Magnet™ status for excellence in patient care three consecutive times.
- The Leapfrog Group rated four Baptist Health hospitals "A" in patient safety in spring 2022.
- Wolfson Children's Hospital is nationally ranked among the top 50 children's hospitals in orthopedics and diabetes & endocrinology 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.

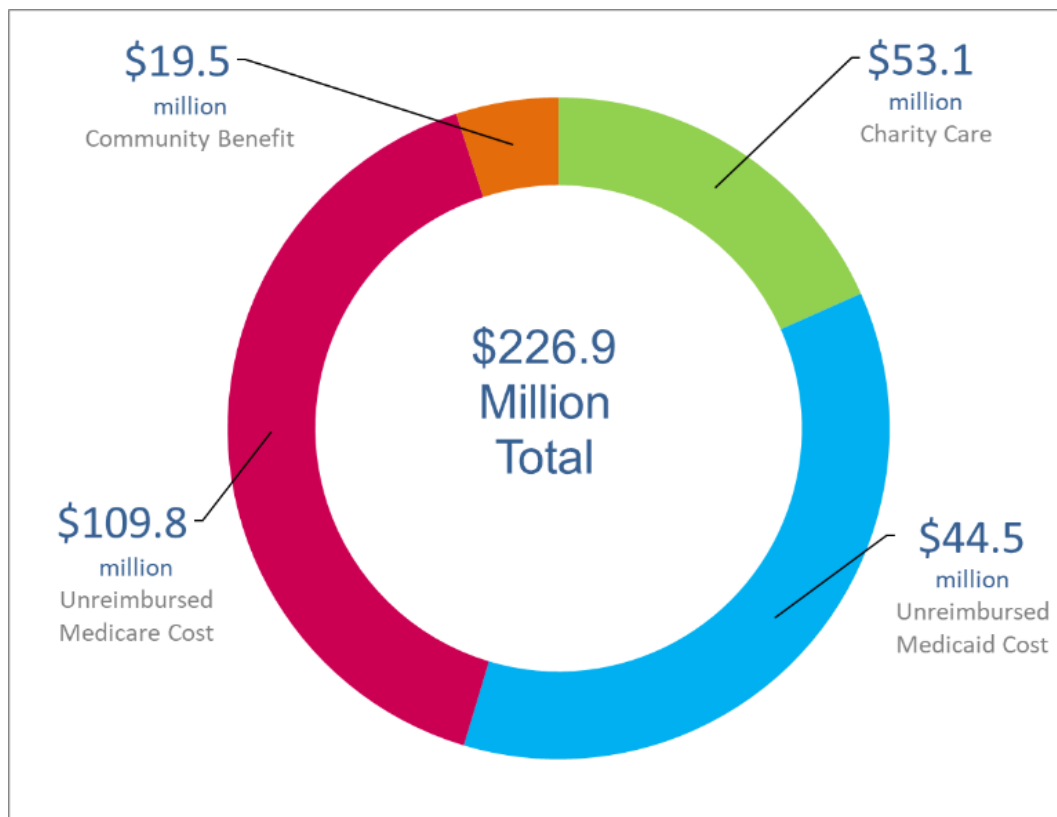
Let's take a closer look at the benefits Baptist Health provides Northeast Florida.

In FY 2021, Baptist Health committed \$19.5 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, WELLcome Home, the Ribault Family Resource Center 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



215 Community Partners
3,049 Student health care interns
31,353 Volunteer hours in the community

About Baptist Medical Center Nassau

Located on beautiful Amelia Island, Baptist Medical Center Nassau serves Nassau County and Southeast Georgia with a wide range of medical and surgical services supported by the latest technologies.

The 62-bed community hospital has been recognized nationally:

- Leapfrog A-Rated hospital for patient safety for nine consecutive grading periods
- Leapfrog Top General Hospital
- Magnet™-designation, the highest honor for patient care
- The Top Community Hospital in Florida by the Chartis Center for Rural Health
- 5-star rated by CMS

The hospital's services include:

- 24/7 Emergency Center with Accredited Chest Pain Center, and LifeFlight
- Advanced Imaging (wide bore MRI, CT with cardiac imaging)
- Breast Health Program with digital mammography
- Cardiac Rehab Center
- Colorectal Surgery
- Endoscopy
- Family Medicine
- Gastroenterology
- Internal Medicine
- Maternity
- Neurology
- New, spacious patient suites and Intensive Care Unit
- Noninvasive Cardiology and Cardiac Rehab Center
- Obstetrics/Gynecology
- Orthopedics
- Otolaryngology
- Outpatient Wound Care
- Pediatrics
- Pulmonology Function Clinic
- Radiation Oncology
- Rehabilitation Services
- Sleep Disorders Center
- Surgical Services (inpatient and outpatient)
- Urology

Baptist Medical Center Nassau's 12-person board of directors is comprised of local community leaders and volunteers who ensure the hospital is meeting community needs. Karen Hackett chairs the board and Edward T. Hubel, FACHE, serves as hospital president.



“Baptist Medical Center Nassau has been providing healthcare for over 26 years in Nassau County, the community’s health and well-being is our top priority. To fulfill this commitment and ensure our patients continue to receive the best care possible, we leverage the community health needs assessment to identify and evaluate gaps that may exist. Mental and behavioral health has been a persisting health concern in the past three assessment cycles, and it continues to be one today. To meet this persisting need, joining alongside our community partners, we plan to expand our programming and outreach to provide education and awareness to break stigmas and ensure access to high-quality behavioral health care and support is always within reach.”

Edward T. Hubel, FACHE

Hospital President

Baptist Medical Center Nassau

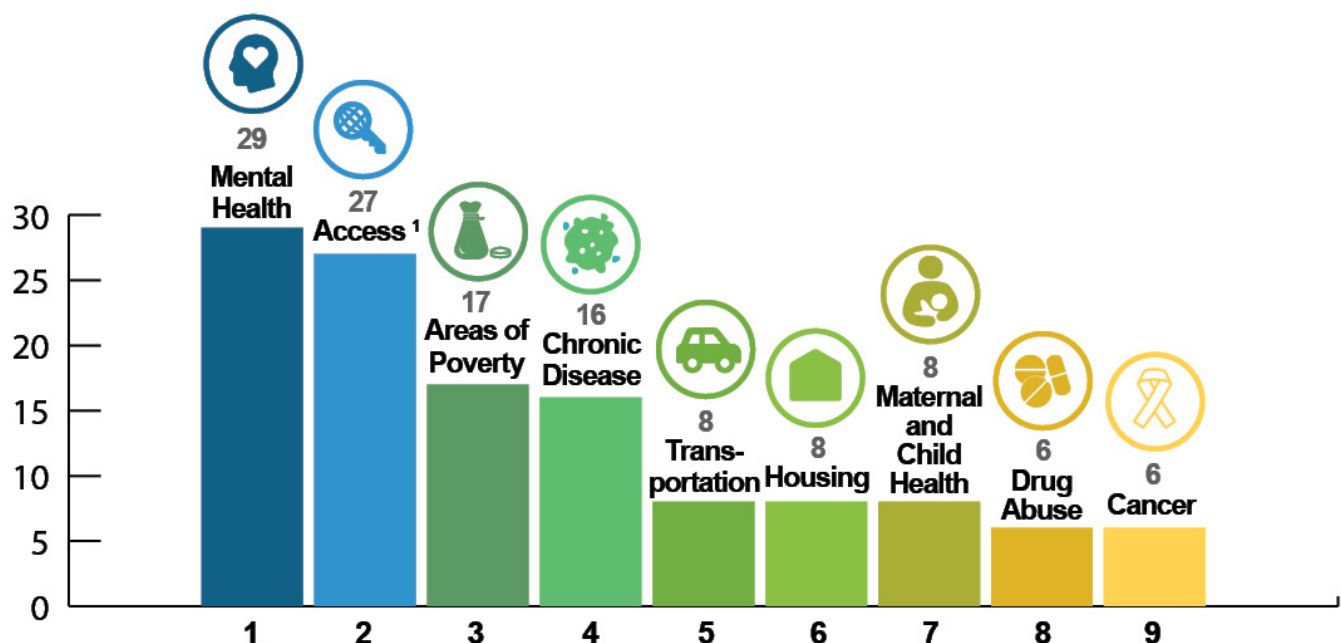
Executive Summary

In 2021, Baptist Health participated in a joint Community Health Needs Assessment (CHNA) with the Jacksonville Nonprofit Hospital Partnership, which consists of the five health systems and 13 hospital campuses of Ascension St. Vincent's, Baptist Health/Wolfson Children's Hospital, Brooks Rehabilitation, Mayo Clinic in Florida, and UF Health Jacksonville. 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 345 people in Nassau County 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 Nassau focuses on its service area, Nassau County, which had a population of 90,352 residents, according to 2020 U.S. Census Bureau population estimates.

The resulting CHNA offers a meaningful understanding of the most pressing health and health-related needs across Baptist Nassau'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:



¹clinics, food, cost, dental, etc.

Community Health Plan 2022-2024

Methodology and Plan Development

This implementation plan describes how Baptist Medical Center Nassau plans to address the priority health areas identified in the 2021 CHNA. The hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for Baptist 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 in addition to current partnerships and ongoing activities during the 2022-2024 period.

Mental Health	Y
Access (includes clinics, cost, dental, etc.)	Y
Areas of Poverty	N
Chronic Disease	N
Transportation	N
Housing	N
Maternal and Child Health	Y
Drug Abuse	Y – Mental & Behavioral Health
Cancer	N
Social Determinants of Health	Y

No entity can address all of the health needs present in its community. Baptist Nassau is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits.

This plan does not include specific strategies to address the following health priorities that were identified in the 2021 Community Health Needs Assessment; however, each of these health needs will continue to be addressed through partnerships and ongoing initiatives:

Areas of Poverty – This need is being addressed by other entities in Northeast Florida, including United Way of Northeast Florida, which is supported by Baptist Health. Baptist Nassau 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.

Chronic Disease - With support from Baptist Nassau, Barnabas Center provides health services, crisis assistance, and food programs that help people get back on their feet. It is better suited to connect residents with a primary care doctor and navigate community resources to address chronic disease concerns. Baptist Nassau does not anticipate

implementing additional initiatives to address chronic disease.

Transportation – Baptist Nassau provides funding to the Nassau County Council on Aging to support transportation for local seniors to medical appointments and other errands. Given this investment, Baptist Nassau will focus on other significant community health needs. The hospital is committed to addressing other social determinants of health.

Housing – Nassau Habitat for Humanity, United Way, and other organizations in Northeast Florida are better positioned to assist residents with housing needs. Baptist Health is committed to addressing social determinants of health and will advocate for ways to ensure residents have the means to a healthy life.

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

Although Baptist Nassau 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 the hospital's staff in the development of new and effective efforts that will be administered by other local community organizations. Regardless of the role Baptist Nassau 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, especially through a health equity lens.

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

Community Priorities

Access to Care

The significant health need of access refers to access issues across the spectrum of both health and quality of life topic areas, including access to health services, transportation, housing, and nutritious food. Access issues were compiled due to their inextricable nature in impacting health behaviors and health outcomes. During the last three-year CHNA cycle, Access to Care was a priority health need addressed by Baptist Medical Center Nassau. As access issues for Nassau residents continue to increase, the focus on this priority will continue into the 2022-2024 CHNA cycle.

Key Issues Identified in the Assessment:

- Factors contributing to chronic disease include food deserts, level of access to physical activity, and air quality.
- Transportation is identified as a need - 91% of CHNA survey respondents from zip code 32034 indicated they do not have access to public transportation.
- Nassau County 2018-2020 age-adjusted rates of chronic disease:
 - Asthma: The hospitalization rate was 2.95x higher for Black patients than White patients
 - Congestive heart failure: The hospitalization rate was 1.85x higher for Black patients than White patients
 - Diabetes: The hospitalization rate was 3.21x higher for Black patients than White patients
 - Stroke: The death rate was 2.03x higher for Black people than White people
- Cancer is the second leading cause of death in the region behind heart disease. The three leading cancer death incidences are: breast cancer deaths (females), lung cancer deaths (females & males), prostate cancer deaths (males)
 - Nassau County 2018-2020 age-adjusted death rates:
 - Breast cancer: The death rate was 2.05x higher for Black females than White females
 - Lung cancer: The death rate was 1.49x higher for Black people than White people

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/External Organizations
Increase access to health services for un- and under-insured people in the BMCN service area.	Continue partnership with organizations to increase access to care.	<ul style="list-style-type: none"> • Number of people served • Evaluate health and wellness of participants in diabetes, hypertension and mental health 	<ul style="list-style-type: none"> • Barnabas Center • Nassau County Council on Aging
	Continue partnership with Starting Point to increase access to behavioral health treatment	<ul style="list-style-type: none"> • Number of people engaging in treatment • Evaluation of health and wellbeing of patients in mental health 	<ul style="list-style-type: none"> • Starting Point
Ensure Nassau County seniors have access to care.	Continue partnership with Nassau County Council on Aging to provide transportation to doctor's appointments and errands.	<ul style="list-style-type: none"> • Number of trips provided • Number of flu shots given 	<ul style="list-style-type: none"> • Nassau County Council on Aging • Walgreens/Faith Based Partners & Assisted Living
Increase knowledge of chronic diseases and where to access services.	Provide community partners with education on chronic diseases	<ul style="list-style-type: none"> • Educational opportunities provided • Number of people educated 	<ul style="list-style-type: none"> • Alzheimer's Association • Barnabas • Faith partners • Nassau Health Department

Mental and Behavioral Health

Mental health is an integral and essential component of health. It is a state of well-being in which individuals realize their abilities, cope with the everyday stresses of life, work productively, and contribute to their community. 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 Nassau 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:

- Mental Health was one of the most mentioned health concerns.
- Priority issues identified involving mental health include: lack of providers; cost; stigma; youth mental health; telehealth; suicide; LGBTQ mental health
 - The 2020 Nassau County age-adjusted rates per 100,000 persons for opioid overdose deaths were 27.2 and drug overdose deaths were 31.4, while the state's rates respectively were 29.9 and 36.0.

Age-Adjusted Suicide Deaths, Rate per 100,000, 2018-2020		Adults who Engage in Heavy/Binge Drinking (2019)		Age-Adjusted Drug Poisoning Death Rate, Rate per 100,000, 2018-2020	
Florida	Nassau	Florida	Nassau	Florida	Nassau
14.3	21.4	18%	21.4%	27.6	35.3

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/External Organizations
A healthy community with easy and timely access to high quality services when needed: <ul style="list-style-type: none"> • 24-hour support and timely appointments (2 weeks – counseling, 4 weeks - psychiatry) • More providers delivering the most advanced care • Strong care continuum (enough of the right type of care) • Seamless transitions along the care continuum • Mental illness decriminalized • Stigma eliminated and crises prevented • Community advocating improvement • Non-medical needs addressed (social determinants of health) 	Continue offering evidence-based trainings proven to reduce stigma of mental illness and help people access care (MHFA, YMFA, teen MHFA, and/or QPR).	<ul style="list-style-type: none"> • Number of people trained in adult MHFA by 2024 • 1,000 students trained in teen MHFA, QPR and/or YMFA • Evaluate participant satisfaction 	<ul style="list-style-type: none"> • Baptist Health Faith Partners • Florida's First Coast YMCA • FSCJ • Nassau Racial Equality Coalition • National Council for Behavioral Health • Police Departments • Starting Point
	Convene a leadership task force of providers, elected leaders and people with lived experience to prioritize identified opportunities and develop a plan for action	<ul style="list-style-type: none"> • Measure crisis calls (schools, EMT, police) • Evaluate the impact of each initiative according to its focus • Rate of behavioral health ED visits 	<ul style="list-style-type: none"> • Community organizations addressing stigma • Community organizations providing behavioral health services • Educational institutions: k-12 schools, universities, preschools • Elected officials • Health systems providing behavioral health services • Insurance companies • People with lived experience

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/External Organizations
	Host community-wide conferences 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 • Community mental health providers • Universities
	Beginning in 2022, participate in Project Save Lives to provide access to peer support for ED patients with mental health and substance use disorder for the purpose of getting them into treatment.	<ul style="list-style-type: none"> • Percentage of identified people who met with peer specialist • Percentage of people who enter treatment • Percentage of people who did or didn't consent to services and are readmitted into ED 	<ul style="list-style-type: none"> • Starting Point Behavioral Healthcare
Decrease isolation of seniors	Friendly callers – seniors developing phone friendships with seniors	<ul style="list-style-type: none"> • Number of volunteers in program • Number of seniors in program • Number of phone calls • Total time invested in calls • Quality of phone calls (reported by volunteers) 	<ul style="list-style-type: none"> • Baptist Nassau Auxiliary • Faith organizations • Nassau Council on Aging

Maternal and Child Health

In 2020 17,920 babies were born in Northeast Florida with 817 being born in Nassau County and Baptist Medical Center Nassau delivering over 300. Maternal health refers to the health of women during pregnancy, childbirth, and the postnatal period. Each stage should be a positive experience, ensuring women and their babies reach their full potential for health and well-being. Children's health is the extent to which individual children or groups of children are able or enabled to develop and realize their potential, satisfy their needs, and develop the capacities that allow them to interact successfully with their biological, physical, and social environments. Child health is the foundation to adult health and overall well-being. At Baptist Health, we are committed to providing quality care through every stage of life.

Key Issues Identified in the Assessment:

- The Nassau County age-adjusted rate for all deaths ages 1-5 is 38.6, higher than the state rate of 24.4 and highest in Northeast Florida.
- The Nassau County age-adjusted rate for unintentional injury deaths ages 1-5, is 30.9 compared to a state rate of 9.4.
- The rate of children age 1-5 in foster care is 269, the highest in Northeast Florida and higher than the state rate of 220.4.

Infant Mortality Rate	
Florida	6.1
Nassau	5.1

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/External Organizations
Zero preventable deaths. Zero health disparities.	Partner with the Northeast Florida Healthy Start Coalition to address needs of moms and babies, including program and policy solutions.	<ul style="list-style-type: none"> • Infant mortality • Pre-term births • Low Birth-weight babies 	<ul style="list-style-type: none"> • Barnabas • Florida Blue • Northeast Florida Healthy Start Coalition
	Expand WELLCome Home initiative to Nassau in 2023	<ul style="list-style-type: none"> • Number of moms connected through phone and/or in-home support 	<ul style="list-style-type: none"> • Home visiting programs • Northeast Florida Healthy Start Coalition
	Offer classes increasing awareness of safe sleep practices and CPR to expectants mothers.	<ul style="list-style-type: none"> • Number of participants to class 	<ul style="list-style-type: none"> • Florida Department of Health • Northeast Florida Healthy Start Coalition
All children can see	Provide access to screenings, exams and glasses for children in need	<ul style="list-style-type: none"> • Number of screenings, exams and glasses provided • Percentage of students who failed a vision screening, who received an eye exam, and who received prescription glasses • Number and percent of students who fail vision screenings multiple years. 	<ul style="list-style-type: none"> • Departments of Health in NEFL • School districts in NEFL • Vision is Priceless

Social Determinants of Health

While the traditional role of health care is to treat patients' physical symptoms and medical conditions, clinical care accounts for only about 20% of an individual's health outcomes. An individual's habits and behaviors account for about 30% of quality and length of life. The social, economic, and environmental factors, also known as Social Determinants of Health (SDOH), determine 50% of an individual's health outcomes, and they affect an individual's ability to stay healthy and recover from illness, manage chronic conditions, and maintain overall well-being. The Healthy People Initiative organized SDOH around 5 key domains: Economic stability; Education access and quality; Health care access and quality; Neighborhood and built environment; and Social and community context.



Key Issues Identified in the Assessment:

- Cost of care (copays, prescriptions) was commonly cited as an inhibiting factor for individuals who have difficult accessing medical and dental services.
- Top economic issues affecting health also include lack of a living wage and lack of affordable healthcare and insurance.
- CHNA survey respondents and interviewees indicated a community-wide concern regarding the lack of affordable and safe housing.

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/External Organizations
Address social needs that prevent people from achieving optimal health	Increase employment opportunities	<ul style="list-style-type: none"> • Percentage of people hired in low life expectancy zip codes 	<ul style="list-style-type: none"> • Nassau Racial Equity Coalition
	Increase access to healthy food	<ul style="list-style-type: none"> • Percentage of identified FQHC and free clinic patients screened for food insecurity • Percentage of patients connected with food assistance programs • Number of home delivered food boxes or meals 	<ul style="list-style-type: none"> • Barnabas • Nassau Council on Aging
	Ensure seniors have access to in-home and other supports for health and wellbeing	<ul style="list-style-type: none"> • Number of seniors receiving in-home support 	<ul style="list-style-type: none"> • Faith Partners • Nassau Council on Aging
	Implement Find Help (Aunt Bertha) referral system for patients and community members	<ul style="list-style-type: none"> • Number of organizations receiving referrals through Find Help 	<ul style="list-style-type: none"> • Community-based organizations addressing social needs • Starting Point Care Coordination