

# Community Health Needs Assessment Implementation Strategy



“Baptist Medical Center Jacksonville is committed to meeting and enhancing the health needs of the community. Our participation in the health assessment pinpoints focus areas of need, like mental health and diabetes, where we can collaborate with others to assist in enhancing care around gaps in service. Our commitment to care goes beyond just the services provided in the hospital setting.”

*Michael A. Mayo, FACHE  
Hospital President  
Baptist Medical Center Jacksonville*

To view the Community Health Needs Assessment reports and implementation strategies for all Baptist Health hospitals, please visit [baptistjax.com/communityneeds](http://baptistjax.com/communityneeds).



Changing Health Care for Good.®

# **Baptist Medical Center Jacksonville**

## **CHNA Implementation Strategy**

Adopted by the Baptist Medical Center Jacksonville Governing Board on: January 25, 2016

This document describes how Baptist Medical Center Jacksonville (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 Jacksonville 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 Jacksonville
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 Jacksonville Will Not Address
6. Implementation Strategy Adoption

## 1. About Baptist Medical Center Jacksonville

Baptist Medical Center Jacksonville is a multi-specialty hospital facility 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***

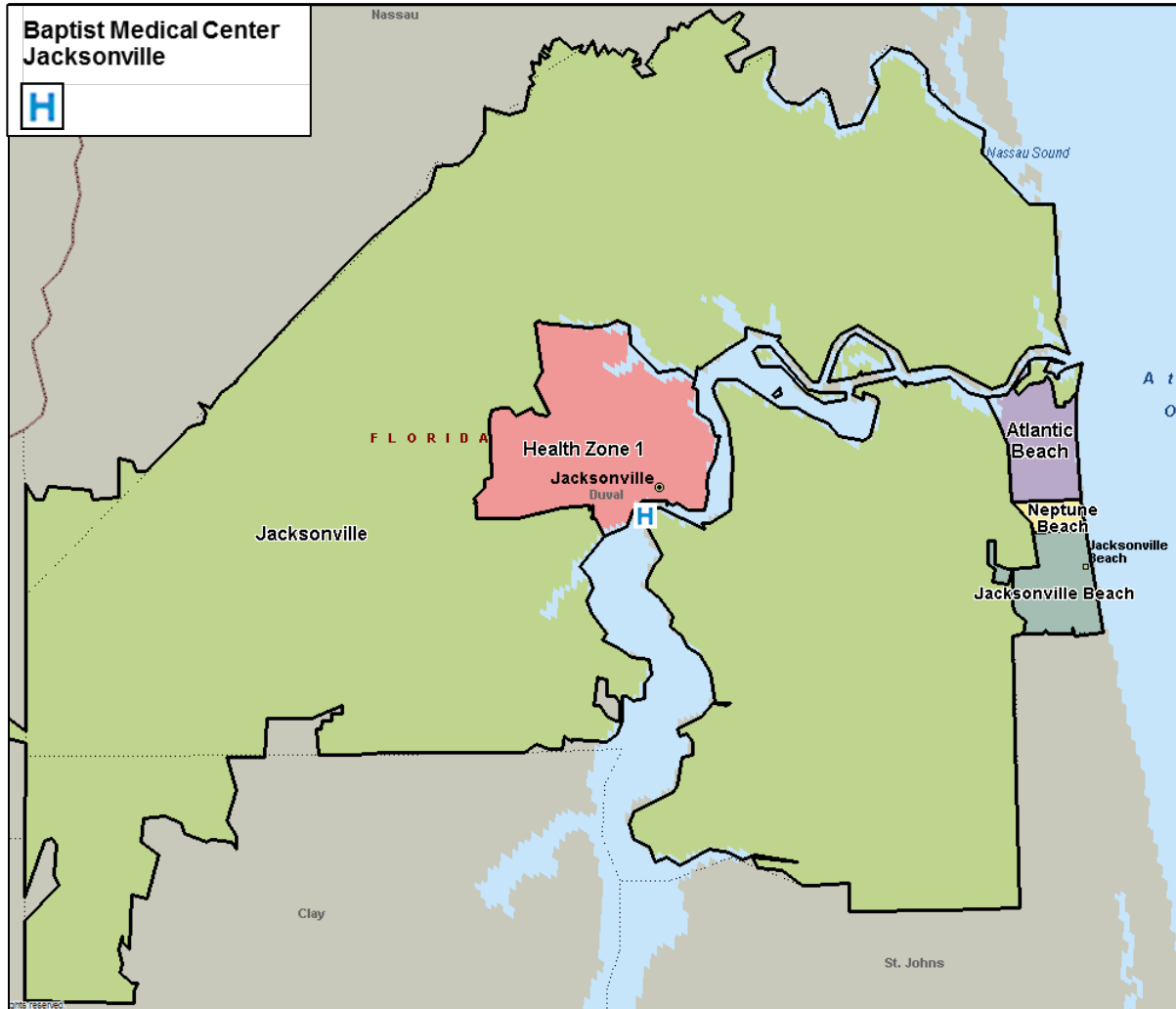
In striving to fulfill our mission, we will be guided by the enduring values of:

- 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 Jacksonville's CHNA, the community was defined as Duval County, mapped below. In 2014, more than 69 percent of the hospital's inpatient discharges originated from this county.



In 2015, the community was estimated to have a population of approximately 900,000 persons.

## 3. Summary of Significant Community Health Needs

Baptist Medical Center Jacksonville's 2015 CHNA identified a number of significant health needs in Duval County. 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 10 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; lack of access to affordable care, particularly for low-income, working poor, uninsured or underinsured, immigrants, and undocumented residents; difficulty accessing specialist services, rehabilitative care, prenatal care, mental health care, and dental care.
- Concerns about financial stability of safety net providers in the community.

### **Communicable Diseases**

- Comparatively high rates of sexually transmitted infections (chlamydia, gonorrhea, HIV, tuberculosis).

### **Diabetes**

- Comparatively high rates of diabetes incidence, including associated preventable hospitalizations, and mortality.

### **Health Disparities**

- Projected growth in Hispanic (Latino) residents.
- High proportion of African American residents in Health Zone 1 (six lower-income ZIP Codes in Jacksonville).
- Greater prevalence of 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.

### **Maternal and Child Health**

- Problematic maternal and child health indicators: 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.

### **Mental Health**

- Comparative lack of mental health resources in Florida, and in northeast Florida in particular.
- Recent increases in Duval County suicide rates.
- 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.
- Food deserts in Health Zone 1, Atlantic Beach, and other areas in the central/southern areas of Duval County.

### Significant Community Health Needs Identified in the 2015 CHNA

- Community concerns about poor diet and nutrition and limited physical activity.

#### Poverty

- More than one-third of Health Zone 1 residents living in poverty.
- Higher than average unemployment rates in Duval County.
- Comparatively high crime rates (for murder, forcible sex offenses, and other crimes) in Duval County.

#### Smoking

- Comparatively high smoking rates.
- Cancer is the leading cause of death in Duval County, and cancer rates exceeded Florida averages in recent years.

#### Transportation

- Community concerns about a lack of reliable public transportation, particularly across county lines.

## 4. Implementation Strategy to Address Significant Health Needs

This implementation strategy describes how Baptist Medical Center Jacksonville 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 Health Medical Center Jacksonville 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.

<b>Significant Community Health Needs Identified in the 2015 CHNA</b>	<b>Intend to Address (Y/ N)</b>
<b>Access</b>	N
<b>Communicable Diseases</b>	N
<b>Diabetes</b>	Y
<b>Health Disparities</b>	N
<b>Maternal and Child Health</b>	N
<b>Mental Health</b>	Y
<b>Nutrition, Physical Activity, and Obesity</b>	N
<b>Poverty</b>	N
<b>Smoking</b>	Y
<b>Transportation</b>	N

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

- Actions Baptist Medical Center Jacksonville 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.

### **Diabetes**

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

1. Continue the 8 Weeks to Healthy Living program and look for ways to increase participation and completion of this program through faith-based and other community partnerships.
2. Continue its partnership with the YMCA and JCA to provide prevention and maintenance education. The number of people served through these facilities is expected to grow over the next three years as additional locations are added. For example, the Baptist North Medical Campus, which will be operated under the license of Baptist Medical Center Jacksonville, is expected to open in 2016 and will include an integrated YMCA Healthy Living Center that is focused on health education, disease prevention and wellness.
3. Provide free BMI and blood glucose screenings at community health fairs and offer follow-up resources for those who are found to be high-risk for developing diabetes.

4. Provide care coordination services for pre-diabetic and diabetic patients in Baptist Primary Care offices. Care coordinators work with patients to educate them on prevention and disease management as well as directing patients to appropriate community resources for additional support.
5. Continue to refer patients to the outpatient diabetes educational program located on the Baptist Medical Center Jacksonville campus.
6. Offer education and provide resources regarding diabetes prevention and disease management at local community events that Baptist sponsors or participates in.
7. Work with community organizations to increase awareness in the community about preventing Type II diabetes and provide additional support and resources regarding lifestyle maintenance.
8. Continue to financially support community organizations who are committed to reducing the incidence of diabetes in the community and/or providing support, education and coaching to those with Type II diabetes in order to prevent hospitalizations and improve mortality.

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

- Faith-based partners
- YMCA
- JCA
- American Association of Diabetes Educators
- American Diabetes Association
- Duval County Department of Health: A New DEAL Diabetes Program
- Duval County Public Schools

Anticipated Impacts:

- Increased awareness about lifestyle risks that lead to the development of Type II Diabetes
- Increased awareness about the maintenance of Type II Diabetes

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

- Measure the number of pre-diabetic and diabetic patients who receive care coordination services within Baptist Primary Care
- Measure the number of patients served through the outpatient diabetes educational program at Baptist Medical Center Jacksonville
- Track the participants in the 8 Weeks to Healthy Living Program and record outcomes and improvements in health screening categories
- Track the number of people educated at community events
- Track the number of people served through our affiliations with the YMCA and JCA
- Track the number of diabetic patients who receive care coordination services through Baptist Primary Care and measure outcomes and health status



## **Mental Health**

To address this need, Baptist Health Medical Center Jacksonville will undertake the following program initiatives:

1. Partner with Adult Mental Health First Aid trained facilitators to offer training for non-clinicians in the service area. Mental Health First Aid is an eight-hour course that teaches participants how to help someone who is developing a mental health problem or experiencing a mental health crisis. The training helps participants identify, understand, and respond to signs of mental illnesses and substance-use disorders. Potential partners include Starting Point and Mental Health American, among others.
2. 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.
3. Provide mindfulness training and coaching through Y Health Living Centers and JCA Health Connexions.
4. Provide information on mental health resources at community events.
5. Host free postpartum support groups for all new mothers in the community, regardless of whether they are a Baptist Health patient.
6. Partner with faith-based organizations to offer Faith and Mental Health education.
7. Evaluate the impact of a geriatric psychiatric unit on the Baptist Medical Center Jacksonville campus in order to increase access and improve the quality of care received.
8. Collaborate with other community providers to develop an integrated care clinic or clinics that will provide additional pediatric mental health resources in the community.
9. Continue to provide financial investments to community organizations that are committed to increasing access to mental health services and/or decreasing stigma.

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

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

Anticipated Impacts:

- Increased access to mental health services
- Decreased stigma in the community surrounding mental health

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

- 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

## **Smoking**

To address this need, Baptist Health Medical Center Jacksonville will undertake the following program initiatives:

1. Utilize its partnership with MD Anderson Cancer Center to increase awareness about lifestyle factors, particularly the use of tobacco, that are linked to developing cancer and provide resources and information on prevention within the Baptist MD Anderson Cancer Center.
2. Provide low-dose CT lung cancer screenings in the community.
3. Increase the amount of inpatient and outpatient referrals to Northeast Florida AHEC for smoking cessation by educating Baptist Primary Care physicians about the referral process.
4. Provide information at health fairs and other community events about the health risks associated with smoking and resources for smoking cessation.
5. Train Baptist Health Social Responsibility PRN registered nurses in motivational interviewing to identify and refer people who are interested in quitting smoking to AHEC for classes.
6. Provide support to the Students Working Against Tobacco (SWAT) Club at The Bridge of Northeast Florida.
7. Partner with local organizations in order to better educate women on the risks of smoking while pregnant.
8. Facilitate classes on the dangers of tobacco products in middle and high schools.

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

- Baptist MD Anderson Cancer Center
- Northeast Florida AHEC
- The Bridge of Northeast Florida
- Baptist Primary Care
- Duval County Public Schools
- Faith-based organizations
- We Care

Anticipated Impacts:

- Increased number of lung cancer screenings in the community
- Increased participation in smoking cessation programs

- More middle and high school students educated on the dangers of smoking and smokeless tobacco

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

- 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 via class surveys completed by participants.
- Analyze survey results from participants at health education sessions to measure knowledge gains and planned lifestyle changes.

## 5. Needs Baptist Medical Center Jacksonville Will Not Address

No entity can address all of the health needs present in its community. Baptist Medical Center Jacksonville 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 priorities that were identified in the 2015 Community Health Needs Assessment:

**Access.** Baptist Medical Center Jacksonville provides support to Sulzbacher, Volunteers in Medicine, Muslim American Social Services, Community Health Outreach, We Care Jacksonville community clinic and health care access programs. While access is extremely important, due to resource constraints and the availability of other resources in the community, the hospital will focus at this time on other significant community health needs.

**Communicable Diseases.** Baptist Medical Center Jacksonville does not anticipate implementing additional initiatives to address identified communicable disease needs. The majority of STIs are found in youth, and this issue is being addressed by Wolfson Children's Hospital. The hospital will focus on other significant community health needs.

**Health Disparities.** Baptist Medical Center Jacksonville does not anticipate implementing additional initiatives to address identified health disparities. The hospital already provides education and faith-based programs throughout the community. Due to resource constraints and the availability of other resources in the community, the hospital will focus on other significant community health needs.

**Maternal and Child Health.** Baptist Medical Center Jacksonville does not anticipate implementing additional initiatives to address identified maternal and child health needs. Many of the indicators pertain to the health of children and are being addressed by Wolfson Children's Hospital. There are a number of other resources in the community that are addressing maternal indicators, including Healthy Start, Planned Parenthood and March of Dimes.

**Nutrition, Physical Activity, and Obesity.** Baptist Medical Center Jacksonville does not anticipate implementing additional initiatives to address identified needs surrounding nutrition, physical activity, and obesity. The hospital already provides health education through faith and community partners including nutrition and exercise. Due to resource constraints and the availability of other resources in the community, the hospital will focus on other significant community health needs.

**Poverty.** Baptist Medical Center Jacksonville does not anticipate implementing additional initiatives to address identified poverty. This need is being addressed by other entities in Duval County, including United Way of Northeast Florida. The hospital does not have sufficient resources to effectuate a significant change in this area, and believes resources devoted to its implementation strategy should focus on other significant community health needs.

**Transportation.** Baptist Medical Center Jacksonville does not anticipate implementing additional initiatives to address identified transportation. This need is being addressed by other entities in Duval County. The hospital does not have expertise in this area nor sufficient resources to effectuate a significant change. Accordingly, the hospital believes resources devoted to its implementation strategy should focus on other significant community health needs.

## **6. Implementation Strategy Adoption**

The Board of Directors for Baptist Medical Center Jacksonville reviewed and adopted this plan at its January 25, 2016, board meeting.

## **7. People Contributing to the Development of the Implementation Strategy**

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