

Community Health Needs Assessment Implementation Strategy



“The Community Health Needs Assessment has created great opportunities for us to partner with incredible organizations committed to the Beaches community. Together, we are making great strides towards bringing quality care, education, and awareness to those in our service area.”

*Joe Mitrick, FACHE
Hospital President
Baptist Medical Center Beaches*

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



Changing Health Care for Good.®

Baptist Medical Center Beaches CHNA Implementation Strategy

Adopted by the Baptist Medical Center Beaches Governing Board on: February 4, 2016

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

1. About Baptist Medical Center Beaches

Baptist Medical Center Beaches 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

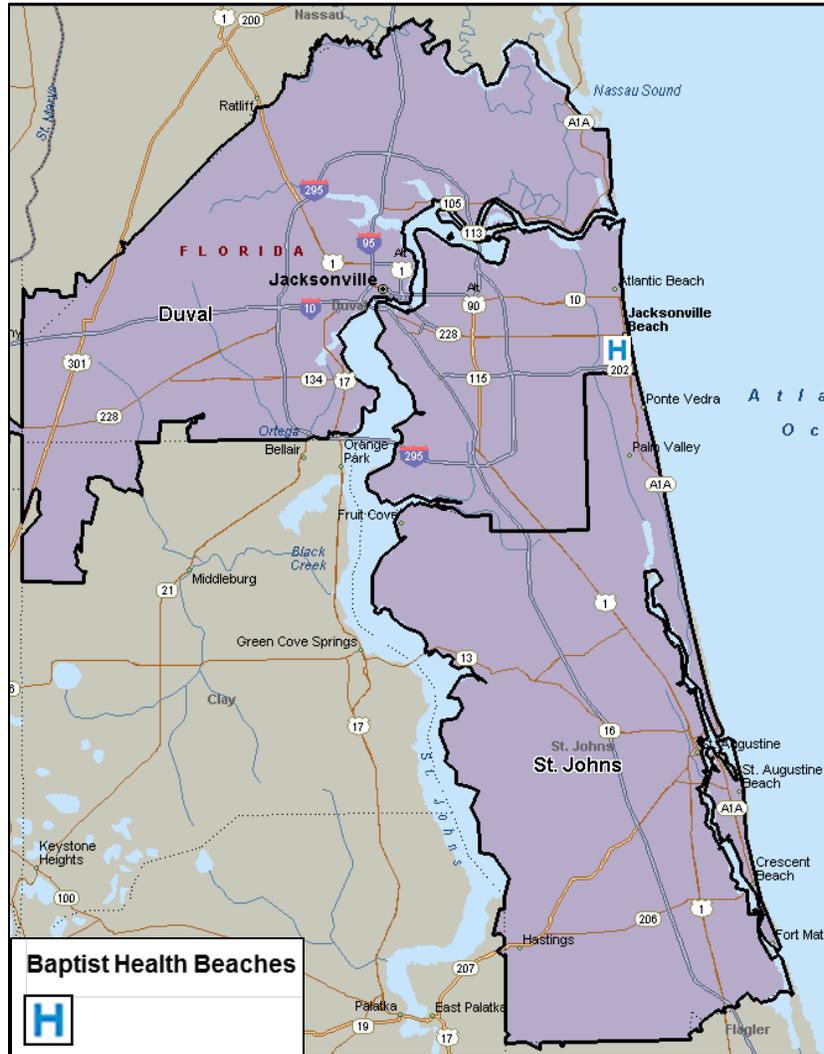
In striving to fulfill our mission, we will be guided by the enduring values of:

- 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 Beaches' CHNA, the community was defined as Duval and St. Johns counties, mapped below. In 2014, more than 95 percent of the hospital's inpatient discharges originated from these counties.



In 2015, the community was estimated to have a population of approximately 1,120,000 persons.

3. Summary of Significant Community Health Needs

Baptist Medical Center Beaches' 2015 CHNA identified a number of significant health needs in Duval and St. Johns counties. The CHNA process considered and assessed a wide range of primary and secondary data sources including structured interviews with persons who represent the broad interests of the community and those with expertise in public health and assessments and studies prepared by other organizations. The CHNA report identified nine (9) health needs as significant in the community, as described below.

Significant Community Health Needs Identified in the 2015 CHNA

Access

- Lack of knowledge about available services and resources, especially among residents lacking English proficiency and the elderly; lack of transportation and affordable care, low usage of preventive care, and difficulty accessing insurance; difficulty in accessing physician and specialist services for residents of St. Johns; and insufficient resources to address excessive alcohol consumption.
- 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 drinking, smoking, inability to visit a doctor due to cost, asthma, stroke, and poor mental health for lower-income residents.
- Greater prevalence of inability to visit a doctor due to cost, obesity, asthma, and diabetes for African American residents.
- Greater prevalence of uninsurance, asthma, heavy or binge drinking, mortality from unintentional injury and suicide, and access to a personal physician for Hispanic (or Latino) residents.

Maternal and Child Health

- Problematic maternal and child health indicators in Duval County: preterm births, teen birth rates, domestic violence offenses, low birthweight births, infant mortality, and middle school and high school students without sufficient vigorous physical activity.
- Problematic maternal and child health indicators in St. Johns County: teen birth rates and the percent of kindergarten children fully immunized.

Mental Health

- Comparative lack of mental health resources in Florida, and in Northeast Florida in particular.
- In Duval County, suicide rates have increased, stigma and costs hinder residents from accessing services, and transportation needs decrease access.
- In St. Johns County, the suicide rate is higher than the Florida average, there is a shortage of mental health professionals, and transportation is problematic for rural and low-income residents.

Significant Community Health Needs Identified in the 2015 CHNA

- 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.
- Lack of health information, especially nutrition, is a major contributor to health issues in Duval and St. Johns counties.
- Community concerns about poor diet and nutrition and limited physical activity.

Poverty

- Over one-third of Duval County Health Zone 1 residents live in poverty.
- Pockets of poverty exist in St. Johns County, notably Elkton and Hastings.
- Higher than average unemployment rates in Duval County.
- Poverty rates are highest for Black (African American) residents of both counties.
- Comparatively high crime rates (for murder, forcible sex offenses, and other crimes) in Duval County.

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 Beaches plans to address the significant community health needs identified in the 2015 CHNA. The hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for Baptist Medical Center 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 frequency with which stakeholders identified the need as a significant priority; and
- The extent of community support for the hospital to address the issue and potential for partnerships to address the issue.

By applying these criteria, the hospital determined that it will address the significant health needs identified by Y (for Yes) in the table that follows. Issues identified by N (for No) represent issues that the hospital does not plan to address during the 2016-2018 time period.

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

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

- Actions Baptist Medical Center Beaches 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.

Communicable Diseases

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

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

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

- Sulzbacher Beaches Clinic
- Rainbow Center
- Local colleges, universities and Naval Stations
- Department of Health (affordable testing)
- Duval County Public Schools
- JASMYN

Anticipated Impacts:

- Increased educational programs offered on STI prevention
- Increased awareness of screenings and treatment options in the community which will lead to a reduction in STI rates

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

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

Health Disparities

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

1. Provide education and health screenings in low-income, African American and Hispanic communities and follow up on abnormal results with action items including connection to a medical home.
2. Support and partner with the Beaches Wellness Project, which provides access to health care for cardiac, mental, diabetes and other illnesses.
3. Offer 8 Weeks to Healthy Living program through faith-based and community organizations.
4. Train Baptist Health Social Responsibility PRN team members in motivational interviewing to identify and refer people who are interested in quitting tobacco to AHEC for classes and support.
5. Partner with Northeast Florida AHEC to provide smoking cessation classes in the community in low-income neighborhoods.
6. Partner with Mission House to provide mammograms for women without insurance.

7. At community events, register eligible women for mammograms from the Florida Breast and Cervical Cancer Early Detection Program offered through the Florida Department of Health.
8. Implement training for community members in low-income areas on the warning signs of mental illness in adults and children and how to intervene when necessary.
9. Support the efforts of 7north, which includes mental health counseling, food distribution center for food pantries in the area and a thrift shop.

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

- We Care
- Sulzbacher Beaches Clinic
- Mission House
- BEAM
- Carver Community Center
- Jordan Community Center
- Beaches Habitat for Humanity
- Faith-based organizations
- Beaches Council on Aging
- 7north
- Departments of Health – Duval and St. Johns counties

Anticipated Impacts:

- Improved awareness of and access to health care professionals to the under/uninsured population.
- Improved awareness and increased number of people participating in tobacco cessation programs in the community.
- Increased number of mammography screenings in the community.
- Increased awareness of mental illness and decrease stigma associated with it.

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

- Track the number of individuals screened at community events and the number requiring follow up.
- Track the number of patients served through financial support of local health care clinics for low-income individuals.
- Track the participants in the 8 Weeks to Healthy Living Program and record outcomes and improvements in health screening categories.

- 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.
- Measure knowledge gains in health education sessions.
- Track the number of mammography screenings and the number of people requiring follow up.
- Track the number of women referred to the Florida Breast and Cervical Cancer Early Detection Program and the number that receive mammography screenings.
- Measure participants’ knowledge gains after attending Adult and Youth Mental Health First Aid trainings.

Mental Health

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

1. Partner with United Way of Northeast Florida to develop and implement a community-wide effort to reduce stigma associated with mental illness and increase access to care.
2. Offer Mental Health education sessions and information to the community.
3. Offer Youth Mental Health First Aid training for community members on the warning signs of mental illness and what to do to help young people.
4. Offer Adult Mental Health First Aid training for community members on the warning signs of mental illness and what to do to help adults.
5. Partner with faith-based organizations to offer Faith and Mental Health education.
6. Train adults in the community on recognizing the warning signs of mental illness and suicide among youth.
7. Collaborate with other community providers to develop integrated care clinic that will provide additional pediatric mental health resources in the community.
8. Support the efforts of 7north which includes mental health counseling.

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

- Sulzbacher Beaches Clinic
- United Way of Northeast Florida
- Mental Health America
- Starting Point
- 7north
- Others

Anticipated Impacts:

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

Evaluation Plan: Baptist Medical Center Beaches 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.

Obesity/Nutrition/Lifestyle

1. Offer 8 Weeks to Healthy Living through faith organizations and other community organizations.
2. 12-month pre-diabetes classes (CDC) with gym membership
3. Educate parents and children on healthy eating habits.
4. Support for dietitian at BEAM Prescriptive Nutrition Program

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

- Public Schools - Duval and St. Johns counties
- Faith-based partners
- Local organizations, such as Beaches Habitat and Carver Community Center
- BEAM
- YMCA

Anticipated Impacts:

- Decreased obesity rates

Evaluation Plan:

- 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

5. Needs Baptist Medical Center Beaches Will Not Address

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 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 Beaches supports Sulzbacher and Mission House clinics in the beaches community. Due to resource constraints and the availability of other resources in the community the hospital will focus on other significant community health needs.

Diabetes. Baptist Medical Center Beaches supports Sulzbacher and Mission House clinics in the beaches community to provide primary care for patients with diabetes. In addition, diabetes will be impacted through the hospital's efforts to improve obesity, nutrition and lifestyle. 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 Beaches does not anticipate implementing additional initiatives to address identified maternal and child health needs. Baptist Health is comprised of THE PLAYERS Center for Child Health at Wolfson Children's Hospital, which addresses maternal and child health across the five-county region. Baptist South will continue offering many free classes for expectant mothers that are open to community members. Due to resource constraints and the availability of other resources in the community the hospital will focus on other significant community health needs.

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

Transportation. Baptist Medical Center Beaches supports Dial-A-Ride for transportation for seniors. In addition, this need is being addressed by other entities in Duval and St. Johns counties. The hospital does not have expertise in this area nor sufficient resources to effectuate a significant change. Accordingly, the hospital will focus on other significant community health needs.

6. Implementation Strategy Adoption

The Board of Directors for Baptist Medical Center Beaches reviewed and adopted this plan at its February 4, 2016, board meeting.

7. People Contributing to the Development of the Implementation Strategy

- Lori Anderson, Mission House
- Carolyn Baggett, Baptist Health
- Tina Crooks, We Care Jacksonville
- Heather Crowley, Duval County Public Schools
- Paulette Daniel, RN, Baptist Primary Care
- Angela Dickenson, Baptist Health
- John Eaton, Flagler Hospital
- Glen Edwards, UF Health
- Viki Evans, Northeast Florida AHEC
- Janice Kiernan, Baptist Beaches
- Dana Kriznar, Duval County Public Schools
- Trish Lind, Northeast Florida AHEC
- Jillian Lortz, Baptist Beaches
- Sean Lynch, Baptist Beaches
- Dr. Sue Nussbaum, We Care Jacksonville
- Melanie Patz, Baptist Health
- Dr. Mobeen Rathore, UF Health
- Kara Russell, Sulzbacher Center
- Ellen Schmitt, Baptist Health
- Lynn Sherman, Baptist Health
- Patty Starling, Baptist Beaches
- Dr. Ellen Williams, Baptist Health