

Baptist Medical Center Nassau

Community Health Plan

2019 – 2021



*Approved by Board of Directors on
February 27, 2019*

baptistjax.com/about-us/social-responsibility



Changing
Health Care
for Good.®

Table of Contents

Letter from A. Hugh Greene, President & CEO, Baptist Health	1
About Baptist Medical Center Nassau	2
Executive Summary	5
Baptist Medical Center Nassau Community Health Plan 2019-2021	6
<i>Methodology and Plan Development</i>	7
Community Priorities	8
<i>Access to Care</i>	8
<i>Behavioral Health</i>	9
<i>Vulnerable Population – Seniors</i>	10





Changing
Health Care
for Good.®

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 handwritten signature in black ink that reads "A. Hugh Greene".

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.

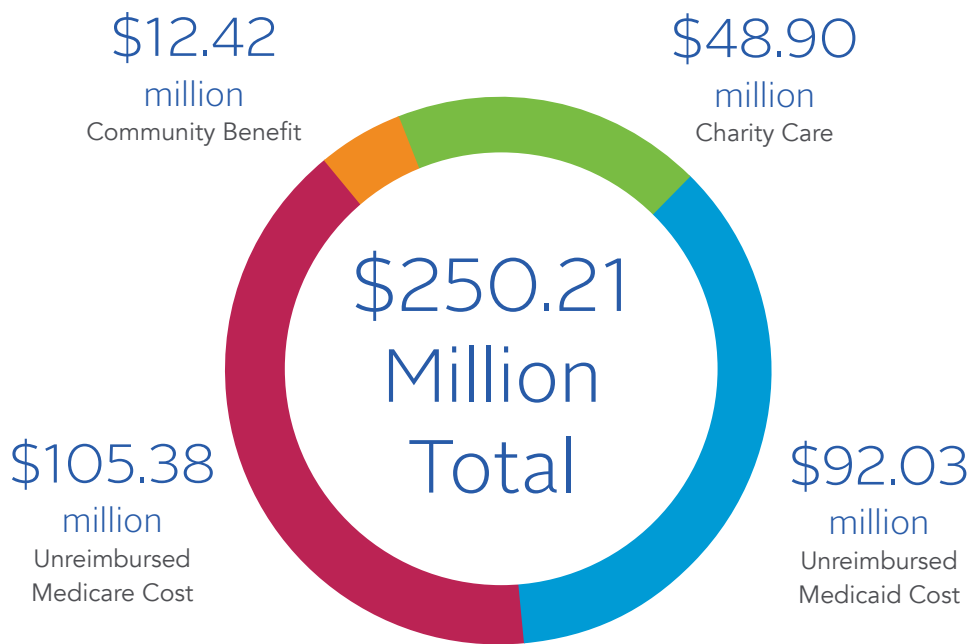
Let's take a closer look at the benefits Baptist Health provides Northeast Florida.

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 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.

This 62-bed community hospital provides high-quality care that is recognized nationally::

- Leapfrog A-Rated hospital for patient safety
- Magnet™-designation – the highest honor for patient care

The hospital's services include:

- 24/7 Emergency Center with Accredited Chest Pain Center and LifeFlight
- New, spacious patient suites and Intensive Care Unit
- Surgical Services (inpatient and outpatient)
- Orthopedics
- Maternity
- Advanced Imaging (64-channel CT, MRI)
- Breast Health Program with digital mammography
- Noninvasive Cardiology and Cardiac Rehab Center
- Radiation Oncology
- Endoscopy
- Sleep Disorders Center
- Rehabilitation Services
- Community Health Education

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
- Adults in need have access to quality health care
- Elderly people live independent, fulfilling lives
- The community's critical health needs are addressed



Baptist Medical Center Nassau partners with the community and not-for-profit health care hospitals to provide comprehensive assessments, as well as contribute to planning and delivering the most effective care to those with the greatest needs. It is critical to identify and understand the local population to establish effective interventions to improve health within our community."

Edward T. Hubel

*Hospital President
Baptist Medical Center Nassau*

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 200 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 80,622 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 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:

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 Nassau 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 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 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 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 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 Nassau County, including United Way of Northeast Florida, which is supported by Baptist Health. Baptist Medical Center 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.

Obesity and Physical Activity - Baptist Medical Center Nassau through Baptist Health operates 8 Weeks to Healthy Living, a nutrition and physical activity program, in partnership with faith organizations and the YMCA. Baptist Medical Center Nassau 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 Nassau 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 Nassau 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 Nassau service area.

Although Baptist Medical Center 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 Baptist Medical Center Nassau’s 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 Nassau will play in meeting needs, our organization remains committed to leading and supporting efforts that increase access to care and engage our patients in improving health and community wellbeing.

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

Community Priorities

ACCESS TO CARE

As Nassau County's main source of health care, Baptist Medical Center Nassau has partnered with Barnabas Center for many years. Barnabas provides medical care, dental care, emergency financial assistance and food to Nassau County residents who do not have adequate insurance. Baptist Medical Center Nassau has also partnered with Nassau County Council on Aging to provide transportation to medical appointments for seniors in need of that service.

Key Issues Identified in the Assessment

- Community input found that access to health services is the most important social determinant of health in Nassau County
- The dentist rate and primary care provider rate for Nassau County are both significantly lower than the Florida and U.S. rates
- There are very few mental health and substance abuse services in the county
- Transportation issues and the large, dispersed geography of the county exacerbate the access problem
- Food insecurity is a concern in Nassau County
- Key informants cited that families often have to make difficult choices when it comes to spending their income, and that they will often have to choose between putting food on the table and getting their health care needs met
- High rent cost prevents the affordability of safe, acceptable housing
- Other expenses such as health care needs are sacrificed.

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 	<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 	<ul style="list-style-type: none"> • Starting Point

BEHAVIORAL HEALTH

Baptist Health has made behavioral health services a priority, providing comprehensive inpatient and outpatient services. Mental Health was a priority health need addressed by 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. Two years ago, Baptist Nassau began partnering with Starting Point to provide peers can care coordinators to talk with ER patients with a diagnosis of drug or alcohol addiction. The result has been many patients accessing behavioral health treatment and decreases in ER visits and hospital admissions.

Key Issues Identified in the Assessment

- Alcohol-related health issues are prevalent in Nassau County
- Death rate due to suicide is much higher than the state and national values and far exceeds the Healthy People 2020 target
- Suicide rate doubles every other county in our service area.
- Suicide, depression among seniors is an emerging issue
- Few providers of mental health or substance abuse services in the community and in schools

Death Rate do to Suicide (2016)		Alcohol Impaired Driving Deaths		Death Rate do to Drug Poisoning	
FLORIDA	NASSAU	FLORIDA	NASSAU	FLORIDA	NASSAU
14.2%	30.7%	26.4%	32.0%	17.4%	16.1%

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 in Northeast Florida 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 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 	<ul style="list-style-type: none"> • Starting Point
	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

VULNERABLE POPULATION – SENIORS

Seniors, the fastest-growing population in Northeast Florida, is identified as a population in need of services through the 2016 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.

Key Issues Identified in the Assessment

- 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 Nassau County, the Age-Adjusted Death Rate due to Falls is higher than the state average.
- The percentages of older adults over age 65 with arthritis and cancer are higher than the state averages.

Goal	Strategies	Metrics/What we are measuring	Potential Partnering/ External Organizations
Decrease the number of Nassau County seniors who experience falls.	Develop and implement a falls prevention initiative for Nassau seniors.	<ul style="list-style-type: none"> • Number of Fire and Rescue personnel trained to conduct as-sessments • Number of seniors par-ticipating in educa-tion sessions • Number of falls 	<ul style="list-style-type: none"> • Fernandina Beach Fire and Rescue • Nassau County Fire and Rescue • Nassau County Council on Aging • AHEC
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 pro-vided 	<ul style="list-style-type: none"> • Nassau County Council on Aging