A healthier community is within our reach.
As the area’s largest private employer, Baptist Health’s commitment to the community starts inside our organization, with the giving hearts and hands of our employees — and reaches far into the Northeast Florida communities we serve.

We are the only nonprofit, mission-driven, community-focused healthcare system in our area. Our mission and core values call us to create a healthier community. This is our social responsibility, and it is far more than donations. It’s about engaging our own employees in community needs. Providing leadership for community initiatives. Bringing others together to tackle tough problems.

Living our values every day means:

- **Reaching out to children**, through programs dedicated to child safety and wellness.
- **Reaching out to seniors** so they get the special care and support they need.
- **Reaching out to low-income families** by building partnerships to keep them healthy, safe and strong.

In recognition of and with deep gratitude for their commitment, we dedicate our 2011 community benefit report to our extraordinary employees, medical staff and volunteers. Thanks to them, a healthier community is within our reach.

Robert E. Hill, Jr.  
Chairman of the Board

Joseph L. Barone, Jr.  
Vice Chair

A. Hugh Greene, FACHE  
President & CEO

John F. Wilbanks, FACHE  
Executive Vice President & COO

“Ours is not the task of fixing the entire world at once, but of stretching out to mend the part of the world that is within our reach.”

— Clarissa Estés, PhD and poet
Baptist Health employees are united in their desire to deliver exceptional care with compassion and excellence. This extraordinary team of more than 8,500 caregivers touches the lives of more than 600,000 patients each year. By building a culture of wellness and social responsibility within our own organization, we benefit not only the members of the Baptist Health family but also the neighborhoods where we live, work and play.

We bring our mission to life by promoting:

• **Spiritual and emotional support.** Our Pastoral Care program helps staff, patients and families through difficult times and also promotes interfaith collaboration and acceptance of all members of our diverse community. Our *Spirit of Caring®* two-day learning experience is offered as a gift to all staff; it is a time to reflect and explore possibilities for greater personal fulfillment.

• **A culture of wellness.** Through screenings, incentives, challenges and coaching, our *Healthy for Life* employee wellness program empowers our employees to live healthier lives. With a 91 percent participation rate in 2011, we are proud to be recognized as one of Jacksonville’s Healthiest 100 Companies for the third year in a row.

• **Environmental responsibility.** Our WasteWatchers program has helped us keep more than 74,000 pounds of waste out of landfills in the last two years alone, and we work hard to apply “green” principles to conserve natural resources and reduce energy consumption in our facilities.

Caring for our community from the inside out.

Whether serving food to the homeless, participating in events to promote health and cure disease, or advocating for health care funding in Tallahassee, our employees live our commitment to the community every single day.
Baptist Health works with community partners to create a safety net of care for at-risk children, adolescents and adults throughout Northeast Florida. In 2011, we partnered with:

- **DLC Nurse and Learn**, a Murray Hill-based school ministry dedicated to meeting the needs of children with disabilities. Baptist Health helps fund an on-site nurse for these children so their families can work, knowing their kids are in safe, caring hands.

- **S.P. Livingston Elementary and Eugene Butler Middle Schools**, where we fund a nurse who is shared by these two schools located in the New Town Success Zone, where 24 percent of children lack insurance.

- **The Bridge of Northeast Florida**, serving children in one of Jacksonville’s most impoverished neighborhoods. Baptist Health provides funding for an on-site nurse in its Springfield location, with an active after-school enrollment of 224 students, ages 6 to 18.

- **Youth Crisis Center**, which provides a safe haven for youth who have aged out of foster care or have run away from home. Each year, YCC’s Residential Shelter Program serves more than 600 children and teens ages 10 to 17.

In addition, we helped fund health clinics and programs serving needy and vulnerable citizens, including:

- **Barnabas Center Samaritan Clinic**
- **Beaches Emergency Assistance Ministry**
- **Beaches Community Health Care**
- **Micah’s Place**
- **Mission House Health Clinic**
- **Community Peds Care (a pediatric program of Community Hospice)**
- **Pine Castle Health Clinic**
- **The Sulzbacher Center**
- **Volunteers in Medicine**
- **We Care Jacksonville**

**We fund school nurses and support community health clinics.**

Children like Zach are thriving every day at DLC Nurse & Learn, where an on-site nurse supported by Baptist Health helps manage their complex conditions.
Meet Veronica, who celebrated her 90th birthday at home and in good health after a visit to our AgeWell Senior Emergency Center.

We care for seniors in a special way.

Our vision for aging well extends far beyond the usual support groups, clubs and amenities that community hospitals typically offer older adults. We are transforming the way we deliver services to older adults to ensure our care is sensitive to, and centered on, their specific needs.

By comprehensively addressing the physical, cognitive and social issues that older adults face, we can help them stay healthy and independent for as long as possible. This is the goal of Baptist AgeWell Institute, established in 2011 as the region’s only comprehensive program integrating research, education, clinical and social services to promote older adults’ ability to age well in their own community.

Our new AgeWell Senior Emergency Center at Baptist Medical Center Jacksonville features a care environment designed just for seniors and a care team that’s specially trained in geriatric emergency care. This work builds upon our Eldercare Advocacy program, initially a partnership with United Way of Northeast Florida that has now expanded to multiple hospitals.

The centerpiece of Baptist AgeWell Institute will be the AgeWell Senior Health Center (scheduled to open summer 2012), serving patients and caregivers as well as referring physicians. Patients struggling with issues such as depression, osteoporosis, or memory loss will have an interdisciplinary assessment and will be provided with individualized plans to enhance their functionality and independence.
As Northeast Florida’s largest private employer, we have an important responsibility to this community. But no one can do it alone. That’s why we are committed to supporting nonprofit organizations that share our passion for quality of life.

We partner with organizations across Northeast Florida to promote wellness and improve access to quality health care, including:

- **Our Faith-Based Partnership Program** partners with congregations of all faiths to improve the health of their members, neighbors and community. In 2011 alone, Baptist organized more than 230 screening and education events for 29,419 congregation members. Baptist Health has been invited to the White House twice in the past six months to discuss the role of faith-based organizations in health care.

- **The PLAYERS Center for Child Health at Wolfson Children’s Hospital** was established in 2011 with a $1 million naming gift from THE PLAYERS Championship. This gift will allow us to greatly expand our child safety and wellness initiatives in our community.

- **The Easy Breathing® asthma management program** has diagnosed 1,614 children since 2009 in partnership with the Duval County Health Department. We follow up with the children’s families by providing asthma education and case management. In-home visits are provided upon physician request to help eliminate common asthma triggers that can lead to asthma attacks and hospitalization.

We believe in the power of collaboration and partnership.

“In a time when many are backing away from the challenges of advancing the health of those outside your walls, you are thought of as one of the leaders who are pursuing creative partnerships that work.”

— Center for Faith-Based and Neighborhood Partnerships at the U.S. Department of Health and Human Services and the White House, recognizing the work of Baptist Health

Our Student Vision
Initiative funded glasses for 172 low-income students in partnership with Walmart.

(Left to right): Carol C. Thompson, Baptist Health Board Member
Audrey Moran, Senior Vice President, Social Responsibility and Community Advocacy
Lynn C. Sherman, Director, Community Health
We are guided by leaders in our community.

Baptist Health believes that working to improve the quality of life in Northeast Florida is central to who we are as an organization, not only within our hospital walls, but outside them as well. In this work, we focus on four strategic priorities which were established with the guidance of our Community Health Committee:

• Increasing access to care for medically underserved people
• Preventing and managing chronic diseases, especially in children
• Mentoring disadvantaged adolescents and teens
• Helping seniors transition from hospital to home

Our Community Health Committee plays an active role in helping us identify unmet community needs, set priorities and develop strategies to improve health and quality of life. Comprised of Board members from across our health system, these dedicated leaders provide oversight to our community health and social responsibility initiatives.

In 2011, the Committee recognized Michael Lanier for his leadership of the community health program at Baptist over the past five years. His work has uplifted the lives of so many in our community.

In October, Audrey Moran was welcomed as senior vice president for social responsibility and community advocacy. In addition, Joe Mitrick was named president of a newly created Transitional Care division to coordinate seamless care for seniors throughout Northeast Florida.

We envision a healthier community in which all people have access to quality health care, health education and resources to prevent disease and encourage healthy living.
We help strengthen the fabric of the community.

We create programs where none exist.

Highlight: Addicted to Life

Recognizing the need for effective smoking cessation programs in our rural communities, a nurse at Baptist Medical Center Nassau created Addicted to Life. This six-week program is free to Nassau County residents, with classes led by Baptist Nassau nurses who are certified tobacco treatment specialists. Participants are offered free over-the-counter nicotine replacement therapy, funded by a grant from the Florida Department of Health. To date, this program has helped nearly 1,000 Nassau County residents quit tobacco.

We convene community leaders to tackle tough problems.

Highlight: Asthma Summit

Asthma is the number-one reason children miss school in Northeast Florida. It also leads to hospitalizations and, tragically, claims lives. In April 2011, our Community Asthma Partnership at Wolfson Children’s worked with Nemours and other partners to convene the area’s first-ever Asthma Summit. More than 100 parents, physicians, respiratory therapists, nurses and educators attended to discuss how to work together more effectively to solve our asthma problem. It was an important first step in focusing the collective efforts of many.

We partner with schools to create a healthier future for the next generation.

Highlight: Center for Medical Studies Academy

Thousands of students every year benefit from health and medical education opportunities made possible by Baptist Health. One example is the Center for Medical Studies Academy at Mandarin High School, which has grown to a total of 235 students. As part of our partnership with the school, Baptist Medical Center South provides seniors in the Academy with opportunities for job shadowing at the hospital.

We support programs that are doing good work.

We extend our reach and impact by financially supporting organizations and programs that are effectively meeting community needs in our areas of focus. A partial list of our partners includes:

- Youth Crisis Center
- We Care Jacksonville
- Volunteers in Medicine
- Unrated Way of Northeast Florida
- Tom Coughlin Jay Fund Foundation
- The Sulzbacher Center
- The Bridge of Northeast Florida
- Susan G. Komen for the Cure North Florida
- Senior Life Foundation
- Pine Castle
- OneLak
- Ronald McDonald House Charities of Jacksonville
- River Garden Foundation
- Nassau County Health Department
- Mission House
- Maci’s Place
- Let Us Play Foundation
- Jessie Ball duPont Foundation Fund
- Jaguars Foundation
- ICare

Health Planning Council of Northeast Florida
Healthy Start
Friends of ElderSource
Intervene Schools—Duval County Public Schools
Wellness Awareness Program—Duval County Public Schools
Read It Forward—Duval County Public Schools
Duval County Health Department
Community Hospice
Community Connections
Child Cancer Fund
Cathedral Arts Project
Beaches Emergency Assistance Ministry
Barnabas Center Samaritan Clinic
American Lung Association
American Diabetes Association
American Red Cross
Cystic Fibrosis Foundation
Camp Boggy Creek
Senion on a Mission
Center for Girls and Young Women
Boys & Girls Club

Uncompensated Care and Community Benefit

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<td>Unreimbursed Medicare Cost</td>
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<td>Specific Community Programs</td>
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<tr>
<td>Unreimbursed Bad Debt Expense</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$134.2 million</strong></td>
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Local Governance 2011

Our local governance structure enables us to anticipate, understand and respond to the health care needs of people in our community, in every stage of life.

Guided by a volunteer Board of engaged business, civic, health and social service leaders, Baptist Health is a not-for-profit organization owned by the community—not by shareholders.
Local governance means we are uniquely structured to understand, respond to and anticipate community needs. It ensures our accountability to the communities we serve.

We thank our Board members, staff, physicians, volunteers and benefactors for their dedication and leadership in support of our mission:

“…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.”
For more than 55 years, we have been deeply honored to serve our community through a comprehensive circle of care. Today, that circle includes five nationally accredited hospitals and more than 200 primary care and specialty physicians, as well as home health, behavioral health, pastoral care, occupational health, rehabilitation services and urgent care. At Baptist Health, you can depend on us for life.