

Baptist Medical Center Beaches

Community Health Implementation Plan

2025-2027



The Community Health Needs Assessment and Community Health Implementation Plan can be found on our website.
<https://www.baptistjax.com/about-us/community>



Table of Contents

Letter from Michael Mayo, President & CEO, Baptist Health	2
About Baptist Health	3
About Baptist Medical Center Beaches	4
Methodology	5
Community health Implementation Plan Development	6
Community Priorities Addressed in the Plan	7
<i>Access to Care: Transportation</i>	7
<i>Access to Food and Food Insecurity</i>	8
Conclusion and Acknowledgements	11

NOTE:

On March 6, 2025, the Baptist Medical Center Beaches Board approved the Baptist Beaches Community Health Needs Assessment and Community Health Implementation Plan, goals and objectives. A link to the 2025 Community Health Needs Assessment and this plan is posted on our website <https://www.baptistjax.com/about-us/community>.

Baptist Health's fiscal year is October-September, therefore the Community Health Implementation Plan will be officially deployed on October 1, 2025.

Letter from Baptist Health President & CEO

For nearly 70 years, Baptist Health has been committed to improving the health and well-being of our community. As the only faith-based, locally governed, not-for-profit health system in Northeast Florida, we are doing our part to help people in our community thrive.

To promote good health and prevent illness and injury we have continued our focus on several key initiatives addressing needs identified by the 2022-2024 Community Health Needs Assessment (CHNA), including:

- ✓ **Increasing access to health services for uninsured and underinsured** people through collaborations with WeCare and local safety net clinics, such as Agape, Sulzbacher, and Volunteers in Medicine.
- ✓ **Making life-saving connections for those experiencing drug addiction** through Project Save Lives, a peer-support program that connects patients in Baptist Jacksonville and Baptist North ERs with treatment services after discharge.
- ✓ **Providing a lifeline to vulnerable moms and babies after delivery** through WELLcome Home, a care coordination program that ensures families are connected to the right services and resources to support mom and baby.
- ✓ **Creating health-making environments in health zone 1** by serving as lead investor for the LaVilla Link, a safe, well-lit, and inviting 1.3-mile walking and bike greenway in the heart of Downtown Jacksonville. Once completed, this will link to the 34-mile Emerald Trail, connecting 14 historically marginalized neighborhoods, 21 parks, 16 schools and two colleges, and restoring natural beauty in formerly blighted areas.

We will build on these initiatives as we respond to the 2025-2027 CHNA, working collaboratively with our fellow nonprofit hospitals and other community partners to address root causes of the chronic issues that negatively impact our community's health and well-being.

On behalf of our team members, medical staff, and board of directors, allow me to express heartfelt gratitude to all who share in this life-changing work.

Sincerely,



Michael A. Mayo, DHA, FACHE
President and CEO
Baptist Health

About Baptist Health



Baptist Health North Florida's Largest, Most Preferred Health System

Founded in Jacksonville, Fla. in 1955, Baptist Health is the area's only **locally governed, faith-based, mission-driven, not-for-profit health system**. As the second largest private employer in the area, we employ more than **14,250** team members. For more than 25 years, Baptist Health has been recognized as "most preferred" by area consumers.



Michael A. Mayo, DHA, FACHE
President and CEO
Baptist Health

Vision

A lifetime of health, together.

Mission

To make hope, healing and well-being accessible to every person as an expression of God's love.

Values

Baptist Health CARES.

- Community Advocacy
- Respect
- Excellence
- Stewardship

Comprehensive Care for Our Region

Baptist Health serves families throughout North Florida, South Georgia and beyond with high-quality, comprehensive care **for every stage of life**. With more than **2,000** providers with privileges on its adult and pediatric medical staff, Baptist Health work collaboratively across its network of providers to provide excellent quality care and service to all patients. All data is based on **Fiscal Year 2023** (Oct. 22-Sept. 23).

COMMUNITY

200+

points of care (outpatient surgery centers, imaging centers, physician offices and clinics in multiple specialties, urgent care, HealthPlace centers, rehabilitation therapy).

759,363

patient visits to Baptist Primary Care (the area's largest primary care network)

24/7

online doctor visits via HealthPlace On Demand

ACUTE

6

hospitals including Wolfson Children's Hospital (the only freestanding children's hospital between Atlanta and Orlando)

3

satellite ERs Baptist Health/Wolfson Children's

369,323

adult and pediatric emergency visits

71,868

adult and pediatric inpatient stays plus **25,675** observation stays

POST-ACUTE

18

preferred skilled nursing facilities and home health agencies in our network

11

diagnoses supported through Baptist Health at Home enhanced home care model

SOCIAL RESPONSIBILITY

\$293.5 million

total investment in community benefit, charity and unreimbursed care



Recognized Nationally and Regionally: Quality, Safety, Top Employer

✓ Magnet-designated hospitals
ANCC

✓ "A" Hospital Safety Grades
Leapfrog

✓ Healthiest Companies
Worksite Wellness Council

✓ Best Employers for Diversity
Forbes

✓ Best Places to Work in IT
Computerworld

About Baptist Medical Center Beaches

“As the area’s only hospital east of the Intracoastal Waterway, Baptist Beaches is committed to providing access to comprehensive, high-tech medical and surgical care close to home. It is part of our mission to also reach outside hospital walls to address unmet community health needs, especially for those who face barriers to care. The CHNA helps us prioritize opportunities to improve the health and well-being of all in the community we serve.”

Jarret Dreicer, MHA, MS, FACHE
Hospital President



By the numbers

Based on FY2024 data

146
beds

11,102
inpatient and observation
admissions

84,014
outpatient visits

31,696
emergency room visits

6,122
surgeries

905
babies delivered

111
volunteers

953
team members

Baptist Beaches provides residents with easy access to comprehensive, high-tech medical and surgical care close to home. We offer the only hospital-based, 24-hour emergency service at the beach. The medical staff includes more than 250 highly trained physicians in different specialties who practice locally. As part of the Baptist Health system, Baptist Beaches has access to many additional specialized physicians, services, and resources including Baptist MD Anderson Cancer Center, Baptist Heart Hospital, Baptist Neurological Institute, and Wolfson Children’s Hospital, the only full-service children’s hospital serving the region.

Comprehensive Services

Baptist Beaches serves families throughout the area with high-quality, comprehensive care for every stage of life. Our specialty areas include:

- Ambulatory Surgery Center
- Anesthesiology
- Cardiac Rehab Center
- Cardiology
- Center for Joint Replacement
- Colorectal Surgery
- Critical Care
- Emergency Services
- Family Medicine
- Gastroenterology
- General Surgery
- Hematology/Oncology
- Infectious Disease
- Internal Medicine
- Nephrology
- Neurology
- Obstetrics, Gynecology
- Ophthalmology
- Orthopedic Surgery
- Otolaryngology
- Pain Management
- Palliative Care
- Pastoral Care
- Pathology
- Pediatrics
- Plastic Surgery
- Podiatry
- Psychiatry
- Pulmonology
- Rackley Center for Diagnostic Cardiology and Interventional Radiology
- Radiology
- Sleep Center
- Urology
- Vascular Surgery
- Wilson Cancer Center
- Wound Care

Awards and Honors

- **Becker’s** – Florida’s Most Recommended Hospitals
- **Best of the Best** – Medical Facility, Pediatrics/Baptist Primary Care and ER
- **Newsweek’s World’s Best Hospitals**
- **5-Star Rated** by CMS
- **A-rated in safety since 2018** – *The Leapfrog Group*
- **Magnet™ Hospital since 2006** *American Nurses Credentialing Center*
- **Primary Stroke Center Certification** *The Joint Commission & the American Heart Association/American Stroke Association*
- **Get with the Guidelines® Stroke Gold Plus Quality Achievement Award**
- **Accredited Chest Pain Center**
- **International Board-Certified Lactation Consultants**
- **MRI Accreditation** *American College of Radiology*
- **CT Accreditation** *American College of Radiology*
- **Nuclear Medicine Accreditation** *American College of Radiology*
- **Accredited Sleep Center** *American Academy of Sleep Medicine*
- **Wound Care & Hyperbaric Medicine Center of Excellence** *Healogics*
- **Press Ganey Pinnacle of Excellence award for Surgical Care**

Methodology

The Community Health Needs Assessment (CHNA) represents a significant commitment by nonprofit hospitals to improve health outcomes in the communities they serve through rigorous assessment of the community's health status, incorporation of stakeholders' perspectives, and adoption of related implementation strategies to address priority health needs. The CHNA is conducted not only to meet federal requirements of the Affordable Care Act of 2010 and of Section 501(r)(3) of the Internal Revenue Code, but also to direct nonprofit hospitals toward the investments which will have a sustainable impact on community health and well-being.

The 2025 CHNA is the health system's fifth triennial report, each conducted collaboratively with the Jacksonville Nonprofit Hospital Partnership, which consists of the five health systems and sixteen hospital campuses of Ascension St. Vincent's, Baptist Health, Brooks Rehabilitation, Mayo Clinic in Florida, and University of Florida Health. The health systems span the Northeast Florida counties of Baker, Clay, Duval, Nassau, and St. Johns.

The Partnership selected an approach that would align with and deepen what is already known about the communities they serve. This process began with a framework that included twelve categories of community health needs commonly identified within the social determinants of health literature organized across three domains:

People	Places	Equity
<ul style="list-style-type: none">• Access to Care• Health Conditions• Health Behavior• Mental Health	<ul style="list-style-type: none">• Food Environment• Built Environment• Community Vitality• Community Safety	<ul style="list-style-type: none">• Housing• Financial Stability• Education• Inclusion & Equity

The CHNA was developed using four separate sources of primary and secondary data. This mixed methods approach is considered a preferred practice for needs assessments because it allows for the greatest understanding of community needs from the broadest range of perspectives. Primary data refers to data collected and analyzed specifically for this project, while secondary data refers to data compiled and analyzed by external groups and used here.

Qualitative primary data collection involved group listening sessions with public health representatives, community-based organizations, medical providers, under-resourced populations, and residents experiencing health needs. These were conducted in person and virtually. Additional qualitative primary data was collected with community members experiencing health needs through surveys across the five-county region. Secondary data was amassed and analyzed across an extensive number of data sets by the University of Missouri Center for Applied Research and Engagement System (CARES).

The resulting CHNA offers a meaningful understanding of the most pressing health and health-related needs across Baptist Medical Center Beaches service area. The assessment will guide the development of new programs as well as sustain existing programs designed to improve the health of Beaches underserved areas over the next three years. The CHNA report and this Community Health Implementation Plan can be found at <https://www.baptistjax.com/about-us/community>

Community Health Implementation Plan Development

This implementation plan describes how Baptist Medical Center Beaches (BMC Beaches) plans to address the priority health areas identified in the 2025 CHNA. Hospital team members representing a variety of disciplines 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 extent of the need in the service area of the hospital.
- 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 would address the significant health needs identified by Y (for Yes) in the following table. Issues identified by N (for No) represent areas that the hospital does not plan to address during the 2025-2027 period.

Access to Care: Health Insurance	N
Access to Care: Transportation	Y
Housing: Cost Burden	N
Housing: Homelessness	N
Mental Health	N
Food Environment: Access to healthy food and food insecurity	Y

Although BMC Beaches can play a direct role in addressing many health-related priorities, no entity can address all the health needs present in its community. BMC 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. Thus, this plan does not include specific strategies to directly address the following identified health priorities given limited hospital resources and the presence of community organizations with the expertise to address them. The identified health priorities include:

Access to Care: Health Insurance - The Health Planning Council of Northeast Florida provides free and confidential assistance to consumers who need help with the Affordable Care Act Health Insurance Marketplace and is well positioned to assist residents find suitable health insurance. THE PLAYERS Center for Child Health also serves as a community resource by providing coordinators who assist parents with completing health insurance applications.

Housing: Cost Burden - Catholic Charities Jacksonville, BEAM, Jewish Family and Community Services and other organizations in Northeast Florida assist residents with unforeseen housing costs.

Housing: Homelessness – Changing Homelessness, Beaches Habitat for Humanity, LISC Jacksonville, United Way, and other organizations in Northeast Florida are addressing homelessness in our region.

Mental Health - Gateway Community Services, Here Tomorrow, Hope & Healing, NAMI Jacksonville, and other organizations are addressing the mental health needs of residents.

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

Baptist Beaches' influence and scope of service.

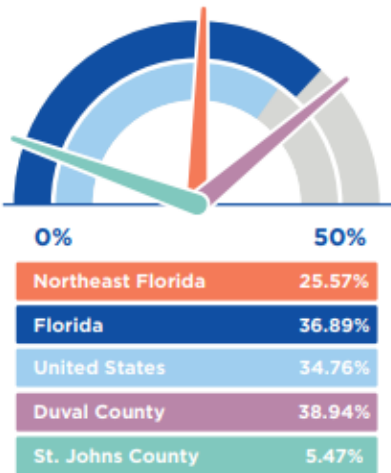
Community Priority: Access to Care -Transportation

Jacksonville is the largest city by land area in the contiguous United States making lack of adequate, reliable, efficient transportation particularly challenging.

While 39% of the population in Duval County lives within a half mile of public transit (which is considered “accessible”), only 5% of St. Johns County residents live within a half mile of public transit (Florida average is 37%, and the U.S. average is 35%). Although it may seem reasonable to access public transit if a person lives within a half mile of it, that is not the case for people with a disability, prohibitive health condition, facing extreme heat, or other issues that makes a half mile walk impossible.

The lack of reliable transportation not only hinders access to medical care, but also impacts access to food. These overlapping challenges highlight the critical need for improved transportation options to reduce barriers and improve health outcomes.

Percentage of Population within Half Mile of Public Transit



“We’re (Jacksonville) 900 square miles. And if you try to get from one side of town to an appointment on the other side of town, it could be two and a half hours plus a bus transfer if you can get to transportation.”

Community Focus Group Member Comment



Beaches Council on Aging: Dial-a-Ride offers free transportation for seniors

The summary of strategies includes, but not limited to, the following:

INCREASE ACCESS TO TRANSPORTATION (with a particular focus on seniors)

Strategies	Tactics	Measurements	Potential Resources
Build Capacity	Support mobile and telehealth opportunities to mitigate the need for transportation to access health services.	<ul style="list-style-type: none"> • Number of participants screened • Number of referrals made to primary or specialty care • Survey data indicating satisfaction 	<ul style="list-style-type: none"> • Baptist Health Wellness on Wheels and Buddy Bus • HealthLink Jax • Emmanuel Project • Blue Zones Project Jax • Charitable health clinics • JaxCareConnect
Support Programs	Increase capacity of local organizations to serve additional seniors.	<ul style="list-style-type: none"> • Number of first-time riders • Total number of rides annually • Number of transportation vouchers provided to Seniors 	<ul style="list-style-type: none"> • Dial-A-Ride • BEAM • Sulzbacher • Ride United • HartFelt Ministries
Connect People to Resources Generate Knowledge	Track data for transportation barriers in Social Drivers of Health screenings in Epic, and connect patients to transportation resources	<ul style="list-style-type: none"> • Number of Baptist Beaches patients experiencing transportation barriers • Number of Baptist Beaches patients referred to community resources for transportation 	<ul style="list-style-type: none"> • Baptist Beaches case managers and social workers

Community Priority: Access to Healthy Food and Food Insecurity

Almost 30% of the total population of Duval and St. Johns counties (308,000 people) have low food access, outpacing both state and national averages. In addition, 94,630 residents in Duval and St. Johns counties who are low income also have low food access, which has a compounding effect on healthy eating and disease burden. Further, the most recent aggregated data for Medicare beneficiaries in Duval County shows that diabetes, heart disease, and high blood pressure are all higher than the state, U.S., or both averages. Except for diabetes prevalence, the same holds true for Medicare beneficiaries in St. Johns County. The availability of grocery stores in both counties is also limited compared to national benchmarks. Duval County has a rate of 18 stores per 100,000 residents and St. Johns County has a rate of 12 stores per 100,000 residents. Both counties are below the national rate of 23 stores per 100,000 residents.

Percent Population with Low Food Access



Region	Percentage
Northeast Florida	31.36%
Florida	25.07%
United States	22.22%
Duval County	29.38%
St. Johns County	28.65%

Percent Low Income Population with Low Food Access



Region	Percentage
Northeast Florida	29.94%
Florida	21.98%
United States	19.41%
Duval County	28.18%
St. Johns County	26.92%

"I think what jumps out to me here is gosh, we do so much work in food insecurity but food insecurity still kind of jumps out at me. I mean, I know we're doing more. It just seems like it's still such a huge, huge problem."

Community Focus Group Member



Baptist Beaches Team members Volunteering at Mission House

The summary strategies include, but are not limited to, the following:

INCREASE ACCESS TO HEALTHY FOOD (with a particular focus on seniors)			
Strategies	Tactics	Measurements	Potential Resources
Build Capacity	Increase capacity of local organizations providing healthy food to seniors.	<ul style="list-style-type: none"> • Number of seniors receiving healthy food • Pounds of food served • Number of meals distributed 	<ul style="list-style-type: none"> • BEAM • Meals on Wings • Garden Club of Jax • Feeding NEFL • Mission House • DIG • Pie in the Sky • The End Food Deserts Now Project • ElderSource – Suppers for Seniors
Mobilize Communities	Engage Baptist team members to support initiatives aimed at reducing food insecurity for seniors.	<ul style="list-style-type: none"> • Number of Baptist Beaches team member volunteers • Number of Baptist Beaches team member volunteer hours 	<ul style="list-style-type: none"> • BEAM • Meals on Wings • Feeding NEFL • Baptist Beaches • Mission House
Generate Knowledge	Support community organizations offering cooking demonstrations and nutritional education.	<ul style="list-style-type: none"> • Healthy food classes • Number of attendees • Survey results of attendees who demonstrate new skills 	<ul style="list-style-type: none"> • HealthPlace • Baptist Beaches • Baptist Healthy for Life • Baptist Healthy Living Centers
Catalyze Collaboration	Explore hosting a quarterly farmers’ market at Baptist Beaches.	<ul style="list-style-type: none"> • Feasibility • Number of vendors needed • Cost • Community survey response indicating need 	<ul style="list-style-type: none"> • Baptist Healthy for Life • LocalFare
Connect People to Resources	Track data from Social Drivers of Health screening in Epic and connect patients to food resources.	<ul style="list-style-type: none"> • Number of Baptist Beaches patients experiencing food insecurity • Number of Baptist Beaches patients referred to community resources 	<ul style="list-style-type: none"> • Baptist Beaches Case Managers & Social Workers

Conclusion and Acknowledgements

Baptist Medical Center Beaches implementation strategy for 2025–2027 will serve as one of the numerous ways that Baptist supports the local community. This report summarizes our plan to impact our patients and the communities we serve by focusing on the prioritized areas of need identified within the CHNA. Baptist Medical Center Beaches will regularly identify ways to refine the implementation strategy over the next three years. We will collaborate with team members from across Baptist Health and engage with our patients and community to explore policies, practices and programs that might be implemented to advance our mission.

This plan is an active document, designed to serve as a guide to coordinate community resources and measure progress. The intent of the plan is to respond to our community’s needs with actionable items that can be executed by leveraging hospital and health system resources, as well as those of our community partners. The plan is iterative and will be modified as internal and external factors change, including emerging needs, available resources, partnerships, and policies. This plan is crafted to leverage prior success while simultaneously adjusting strategies to address emergent obstacles as they are encountered. 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.

We extend our deepest gratitude to the Baptist Medical Center Beaches core team members whose dedication, expertise, and collaborative spirit were essential to identifying the priorities for our 2025–2027 Community Health Implementation Plan. Their guidance and commitment have ensured that the priorities are aligned with the needs of the communities we serve.

The following individuals were instrumental in the priority selection process:

- **Jarret Dreicer, MHA, MS, FACHE, Hospital President**
- **Candy Casto, Executive Assistant**
- **Desiree Jones, DNP, RN, Nurse Director**
- **Adelaina (Addie) Nobels, MBA, M.A., Community Engagement Coordinator**
- **Kymerlee Shutts, DNP, RN, Nurse Manager**
- **Toni Callahan, Manager, M. Ed., Health, and Well-being**
- **Glenwood Charles, MPH, Senior Community Partnership Coordinator**