

Baptist Medical Center Clay

Community Health Implementation Plan

2025-2027



*The Community Health Needs Assessment and 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 Clay	4
Methodology	5
Community Health Implementation Plan Development	6
Community Priorities Addressed in the Plan	7
<i>Mental Health</i>	7
<i>Access to Food and Food Insecurity</i>	8
Conclusion and Acknowledgements	11

NOTE: On March 25, 2025, the Baptist Medical Center Clay Board approved the Baptist Clay 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 Clay

“Baptist Clay is committed to meeting the health needs of Clay County residents. We answered the community’s call for hospital-based healthcare services close to home when we opened our doors in 2022. As part of our commitment, we’re pleased to join the Community Health Needs Assessment process and continue our efforts to listen to the needs of our residents. Through the 2024 assessment’s findings, we will prioritize the most pressing health needs affecting our community and create solutions to improve health and well-being.”



Ed Hubel, FACHE
Hospital President



Baptist Clay provides residents with easy access to comprehensive, high-tech medical and surgical care close to home. Located on Fleming Island, Baptist Clay features innovative care in an elegantly designed, comfortable environment. As part of the Baptist Health system, Baptist Clay 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.

By the numbers FY2024 data

- 102**
beds
- 8,603**
inpatient and observation admissions
- 75,614**
outpatient visits
- 35,300**
emergency room visits
- 2,251**
surgeries
- 1,355**
babies delivered
- 28**
volunteers
- 692**
team members

Comprehensive Services

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

- Baptist MD Anderson Cancer Center
- Baptist Orthopedics
- Baptist Primary Care
- Baptist Specialty Care
- Baptist Wellness Center
- Bariatric Surgery
- Cardiology
- Center for Cardiac Rehabilitation
- Endocrinology
- Gastroenterology
- Labor & Delivery
- Men’s Health
- Minimally invasive and robotic-assisted surgical procedures
- Neonatal Intensive Care Unit (NICU)
- Pulmonary
- Surgery
- Women’s Health
- Women’s Imaging Center
- Wound Care and Hyperbaric Medicine

Awards and Honors

- **A-rated in safety** – The Leapfrog Group
- **Best of Clay Awards 2024**
- **Press Ganey Guardian of Excellence Award for ER Care**
- **Primary Stroke Center Certification**
The Joint Commission & the American Heart Association/American Stroke Association
- **MRI Accreditation**
American College of Radiology
- **CT Accreditation**
American College of Radiology
- **Mammography Accreditation**
American College of Radiology



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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 Clay service area. The assessment will guide the development of new programs as well as sustain existing programs designed to improve the health of Clay County's 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 Clay (Baptist Clay) 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 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 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	N
Housing: Cost Burden	N
Housing: Homelessness	N
Mental Health	Y
Food Environment: Access to healthy food and food insecurity	Y

Although Baptist Clay can play a direct role in addressing many health-related priorities, no entity can address all the health needs present in its community. The hospital 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.

Access to Care: Transportation – Clay Community Transportation through Jacksonville Transportation Authority Florida is better situated to assist residents with transportation needs.

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

Housing: Homelessness – Changing Homelessness, Clay County Habitat for Humanity, Rescue Mission, United Way, and other organizations in Northeast Florida are well positioned to address homelessness.

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

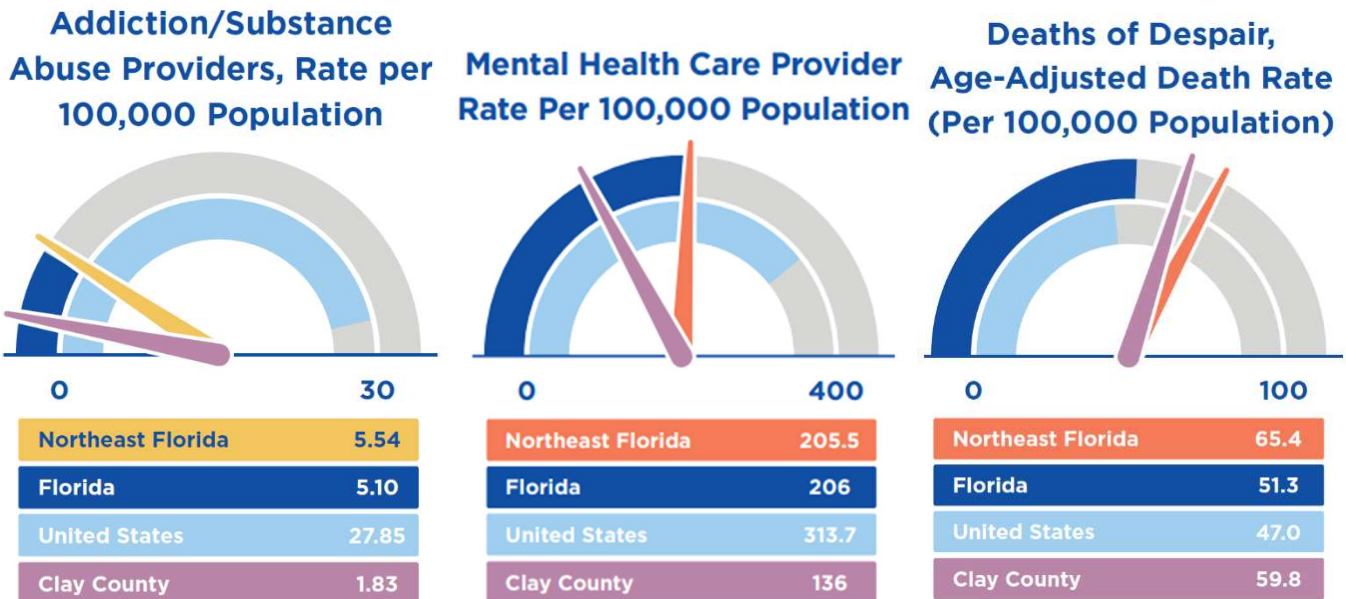
Community Priority: Mental Health

Limited access to mental health services is seen in the ratio of mental health providers to the population in which Clay has 136 per 100,000 population compared to the state and nation at 206 and 314, respectively. This presents a major coverage gap for residents seeking care.

Challenges are also evident in the county's premature death rate, which is the number of deaths that occur under age 75 for a specific population. Clay County's premature death rate of 9,344 per 100,000 population is higher than the state at 8,299 and the nation at 7,986. Deaths of despair, which are deaths due to intentional self-harm (suicide), alcohol-related disease, and drug overdose, contribute to this premature death rate and are also higher than the state and nation.

"I have to go with depression and anxiety and trauma. I, working with nonprofits and with kids, it's really given me a fresh perspective on how prevalent that is in this community."

Community Focus Group Participant



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

IMPROVE PEDIATRIC MENTAL HEALTH			
Strategies	Tactics	Measurements	Potential Resources
Connect residents to resources	Expand peer support in the emergency department focused on youth	<ul style="list-style-type: none"> • Number of patient emergency department encounters • Number/percentage of identified people who met with peer specialist • Number/percentage of people who enter treatment • Number/percentage of people who complete treatment 	<ul style="list-style-type: none"> • Clay Behavioral Health
Generate Knowledge	Increase the number of youth and adults trained in Mental Health First Aid and provide education on local mental health resources	<ul style="list-style-type: none"> • Number of programs offered • Number of participants • Evaluate participants' knowledge and confidence in the material 	<ul style="list-style-type: none"> • Clay Action Coalition • Clay Behavioral Health • Clay County School District • Department of Health • Talkable Communities
Generate Knowledge	Provide trauma training to teachers, school personnel, and first responders	<ul style="list-style-type: none"> • Number of trainings offered • Number of providers trained • Survey responses indicating helpful information 	<ul style="list-style-type: none"> • Talkable Communities • Clay Education Fund • Clay Behavioral Health
Support Programs	Increase the number of mindfulness and resiliency programs within Clay County Schools and after-school programs	<ul style="list-style-type: none"> • Number of additional programs • Number of children participating 	<ul style="list-style-type: none"> • Calm Classrooms • Clay County School District • Clay Education Foundation • MindUp • Wolfson Children's

Food Environment: Access to Healthy Food and Food Insecurity

Almost 35% (66,000 people) of the total population of Clay County has low food access, outpacing both state and national averages. In addition, 16,383 residents 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 Clay County shows that diabetes and heart disease are higher than both the state and U.S. while high blood pressure is higher than the U.S.

The availability of grocery stores is also limited when compared to national benchmarks. Clay County has a rate of about 11 stores per 100,000 residents which is below the state and national rates of about 17 and 23 stores, respectively, per 100,000 residents.

Percent Population with Low Food Access



Region	Percentage
Northeast Florida	31.36%
Florida	25.07%
United States	22.22%
Clay County	34.75%

Percent Low Income Population with Low Food Access



Region	Percentage
Northeast Florida	29.94%
Florida	21.98%
United States	19.41%
Clay County	31.69%

“Sometimes you might not live necessarily in a food desert, but you can’t really get to the grocery store. Sometimes all of these layer, right? So you have transportation, back in access, but you could actually have a transportation issue to food, right, and not to mention the economic components associated with that. The retailers that take SNAP benefits and then where they are, and then fast-food environment is another thing.”

Community Focus Group Participant



Volunteers Preparing Food Distribution at Waste Not Want Not

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

INCREASE ACCESS TO HEALTHY FOODS FOR CLAY COUNTY RESIDENTS (WITH A PARTICULAR FOCUS ON RURAL AREAS OF THE COUNTY)			
Strategies	Tactics	Measurements	Potential Resources
Generate Knowledge	Facilitate an increase in SNAP education and enrollment, and Fresh Access Bucks for those who qualify	<ul style="list-style-type: none"> • Number of SNAP educational opportunities and participants • Number of enrollments • Usage and knowledge of Fresh Access Bucks • Number of locations accepting Fresh Access Bucks 	<ul style="list-style-type: none"> • Baptist Health social workers and case managers • Health Place • Local Fare Jax • Mercy Support Services • THE PLAYERS Center for Child Health • UF/IFS Extension • Waste Not Want Not • The Way
Generate Knowledge	Provide education and nutritional classes that help promote healthy lifestyle practices.	<ul style="list-style-type: none"> • Number of nutrition classes conducted • Number of programs facilitated that promote healthy lifestyle practices aimed at achieving and maintaining good health • Number of participants 	<ul style="list-style-type: none"> • Baptist Wellness Center
Shape Markets	Explore hosting a quarterly farmer's market at Baptist Clay	<ul style="list-style-type: none"> • Feasibility • Number of vendors needed • Cost • Community survey response 	<ul style="list-style-type: none"> • Local Fare Jax • Local Farmers • Waste Not Want Not
Support Programs	Connect volunteers from Baptist Clay to help reduce food insecurity	<ul style="list-style-type: none"> • Number of volunteers • Number of volunteer hours 	<ul style="list-style-type: none"> • Food for Clay • Local food pantries and faith-based organizations • Waste Not Want Not
Build Capacity	Support existing food distribution programs to increase access to fresh food	<ul style="list-style-type: none"> • Number of participants • Pounds of food provided 	<ul style="list-style-type: none"> • Celebration Church • Feeding Northeast Florida • Food for Clay • Waste Not Want Not • Impact Clay

Conclusion and Acknowledgements

Baptist Clay's 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 Clay 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 Clay 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:

- **Edward T. Hubel, FACHE, Hospital President**
- **Lisa Bradford, BSN, RN, CHC, CPT, CWWS**
- **Ashley Cameron, MSN, RN**
- **Maranda Massey, BSN**
- **Danny Mayo, Plant Facilities Supervisor**
- **Alexandra Reinhardt, Community Relations Coordinator**
- **Brian Richardson, Security Manager, Protective Services**
- **Toni Callahan, M.Ed., Community Health, and Well-being Manager**
- **Glenwood Charles, MPH, Senior Coordinator, Community Partnerships**