

Community Health Implementation Plan

2025-2027



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NOTE:

On March 27, 2025, the Wolfson Children's Board approved the Wolfson's 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 Wolfson Children's

"As the region's only full-service children's hospital, Wolfson Children's is committed to improving the health and well-being of children and families in our community. We recognize that where a child lives, plays and learns are the greatest contributors to health outcomes, and we are dedicated to working collaboratively with the community to improve those environments. The most recent CHNA emphasized the continued challenges the children in our region face; access to healthy food, homelessness, access to mental health, and access to care. We will use these survey results to refine our current efforts and develop new solutions, ensuring all children have the opportunity to thrive."

Allegra Jaros, MBA
Hospital President



By the numbers

Based on FY2024 data

281*
beds

112,914
emergency visits

16,944
inpatient and observation
admissions

11,845
surgeries

1,972
team members

1,081
providers with privileges

133
volunteers

*Includes 14-bed Wolfson Children's NICU at Baptist Medical Center South and 10-bed NICU at Baptist Medical Center Clay



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WolfsonChildrens.com

Wolfson Children's mission is to make hope, healing and well-being accessible to every child and family in our region. Our mission is supported by our vision to provide top-decile pediatric care, as one of Florida's four specialty-licensed children's hospitals.

Part of Baptist Health of Northeast Florida, Wolfson Children's Hospital has long been trusted by families to deliver high-quality, compassionate care and serve their health needs when, where and how they need it. We are honored to be recognized as **1 of only 8 Top Children's Hospitals in the nation** by The Leapfrog Group, an organization committed to the highest standards for quality and patient safety.



Founded in 1955, our full-service tertiary hospital is complemented by a network of outpatient and community-based services just for children provided through close collaboration with nationally recognized pediatric physician teams. Among these is Nemours Children's Health, which is connected via skybridge to our hospital, ensuring our patients and families have access to coordinated, high-quality outpatient specialty care.

As a nonprofit hospital, we rely on the generosity of donors to allow us to care for all children who need our care. We are the largest provider of charitable care to children in Jacksonville, delivering \$6.3 million in uncompensated and charity care.

By providing access to many critically needed services that would not otherwise be available to our community, Wolfson Children's is vital to the quality of life in Northeast Florida and Southeast Georgia... and beyond.

Serving our region's children

Specialty care we provide includes:

- 8 children's emergency centers
- 7 outpatient rehabilitation centers
- 6 community-based multispecialty centers
- 4 child and adolescent outpatient behavioral health locations

Programs of distinction

Wolfson Children's Hospital offers care in **more than 35 subspecialty fields of pediatric medicine**, with many programs of distinction including:

Borowy Family Children's Critical Care Tower, a 7-story, 225,000-square-foot home to four intensive care units serving medically complex children:

- Neonatal Intensive Care Center (Level IV NICU providing the highest level of intensive care designated in Florida)
- Pediatric Intensive Care Unit
- Cardiovascular Intensive Care Unit
- Neuro-Intensive Care Unit

Porter Family Children's Trauma Center, the region's only ACS-verified Level 1 Pediatric Trauma Center.

Wolfson Children's Pediatric Cancer Program, providing cutting-edge treatment options and protocols based on the latest medical advancements and ranked by *U.S. News & World Report* as one of America's 50 best children's hospitals for cancer care.

Walter and Michelle Stys Neuroscience Institute, one of the nation's best neuroscience programs, having been repeatedly ranked among the 50 best children's hospitals in the nation for neurology and neurosurgery by *U.S. News & World Report*.

C. Herman and Mary Virginia Terry Heart Institute, with pediatric cardiologists, cardiothoracic surgeons, cardiac intensivists and other subspecialists providing outpatient and inpatient cardiovascular services.

Wolfson Children's Behavioral Health, which provides comprehensive inpatient and outpatient consultation, evaluation and treatment and is ranked by *U.S. News & World Report* as one of the 50 best children's hospitals for behavioral health.

Kids Kare Mobile ICU Program, which transports more than 2,200 infants and children a year to Wolfson Children's Hospital via ground or air for emergency critical care, trauma and specialty care.

THE PLAYERS Center for Child Health, providing programs to prevent illness/injury, increase access to care, educate families, promote health/wellness and advocate for child and community well-being.

Bower Lyman Center for Medically Complex Children, serving as a primary medical home for children with chronic complex conditions that require ongoing care by pediatric specialists.

Snyder Family Cleft and Craniofacial Center, the only team in Northeast Florida recommended by the American Cleft Palate-Craniofacial Association.



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

- Access to Care
- Health Conditions
- Health Behavior
- Mental Health

Places

- Food Environment
- Built Environment
- Community Vitality
- Community Safety

Equity

- 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 Wolfson Children's 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 the hospital 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 the 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	Y
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 Wolfson Children's 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:

Access to Care: Transportation - The Jacksonville Transportation Authority, United Way, and other Northeast Florida organizations provide transportation options for residents and are better situated to assist residents.

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

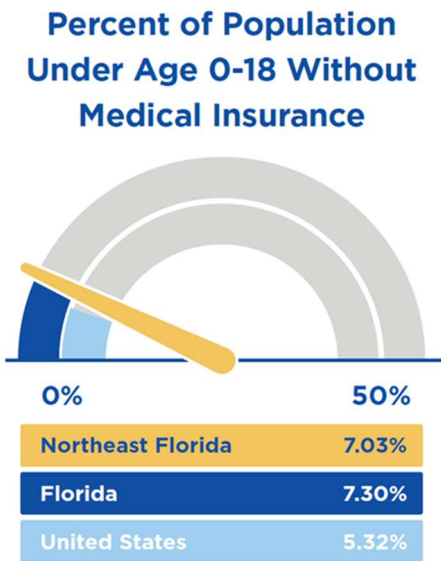
Housing: Homelessness – Changing Homelessness, LISC Jacksonville, United Way, and other organizations in Northeast Florida are well positioned to address homelessness.

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

Community Priority: Access to Care - Insurance

Access to high-quality health care is foundational to the overall health and well-being of all children. Health insurance coverage provides children with essential services and care that result in positive, long-term outcomes. Thus, access to health care was identified as a health need in every key stakeholder interview and group listening session, and health insurance was repeatedly identified as a top barrier to care. This is despite other subcategories of access to care being available for identification such as primary care, dental care, specialty care, etc.

In Northeast Florida, 7.0%, or 26,499, of all children under 18 are uninsured compared to 7.3% for Florida and 5.3% for the U.S. This result is, in part, due to the convergence of Florida not expanding Medicaid coverage and of the 59,988 children of Northeast Florida living in poverty. In addition to a lack of insurance and its affordability, many spoke to the limited coverage offered by many of the lower cost Marketplace plans.



“Even if you’ve got ACA insurance for example, sometimes the deductibles are so high that you can’t do it. And then Florida has never implemented the Medicaid component.”

Community Focus Group Member



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

EVERY CHILD IN NORTHEAST FLORIDA HAS EQUITABLE ACCESS TO HIGH-QUALITY CARE			
Strategies	Tactics	Measurements	Potential Resources
Support Programs	Provide health insurance enrollment assistance and increase the number of insured children throughout Northeast Florida.	<ul style="list-style-type: none"> • Number of children provided application assistance • Number of health fairs attended to provide education • Social Media reach 	<ul style="list-style-type: none"> • Children Home Society • Child Serving Agencies • Florida Healthy Kids • USF
Generate Knowledge	Provide asthma education and support to children.	<ul style="list-style-type: none"> • Number of children provided asthma education 	<ul style="list-style-type: none"> • Child Serving Agencies • DOH Duval
Support Programs	Continue supporting school-based health centers for students.	<ul style="list-style-type: none"> • Number of students seen in school-based clinic 	<ul style="list-style-type: none"> • Aza Health • Community partnership Schools
Connect People to Resources	Enhance resources and referrals for adolescents who age out of coverage.	<ul style="list-style-type: none"> • Number of adolescents provided referrals for enrollment assistance 	<ul style="list-style-type: none"> • Health Planning Council

EXPAND AND IMPLEMENT FOCUSED HEALTH CARE OUTREACH TO CHILDREN AND COMMUNITIES			
Strategies	Tactics	Measurements	Potential Resources
Build Capacity	Expand team of resource navigators to aid and educate families seeking insurance enrollment.	<ul style="list-style-type: none"> • Number of resource navigator FTEs • Number of families supported 	<ul style="list-style-type: none"> • THE PLAYERS Center for Child Health
Build Capacity	Streamline referrals within the health system to the Resource Navigator Team for family assistance.	<ul style="list-style-type: none"> • Number of referrals accepted by resource navigator 	<ul style="list-style-type: none"> • THE PLAYERS Center for Child Health
Generate Knowledge	Explore the implementation of additional location/sites where families can receive insurance assistance.	<ul style="list-style-type: none"> • Number of identified locations 	<ul style="list-style-type: none"> • THE PLAYERS Center for Child Health • Child Serving Agencies
Build Capacity	Create an integrated care model w/in hospital-setting to assist families by identifying SDOH and reducing barriers to care.	<ul style="list-style-type: none"> • Number of families referred through hospital 	<ul style="list-style-type: none"> • THE PLAYERS Center for Child Health • Wolfson Children's Hospital

SUPPORT AND STRENGTHEN OPPORTUNITIES TO CREATE HEALTHIER CHILDREN THROUGHOUT NORTHEAST FLORIDA

Strategies	Tactics	Measurements	Potential Resources
Catalyzing Community	Promote and utilize community partnerships to increase awareness and messaging of health insurance coverage.	<ul style="list-style-type: none"> Number of new partner referral sites 	<ul style="list-style-type: none"> THE PLAYERS Center for Child Health
Informing Policy	Continue legislative advocacy and action with local, state, and federal policymakers to address policies and safeguard access to coverage.	<ul style="list-style-type: none"> Number of legislative meetings regarding coverage or Medicaid products 	<ul style="list-style-type: none"> Children's Hospital Association Florida Hospital Association American Hospital Association

Community Priority: Mental Health

Mental health is an integral and essential component of health. It is a state of well-being in which individuals realize their abilities, cope with the everyday stresses of life, work productively, and contribute to their community. Mental health was identified as problematic in 81% of interviews conducted, with 51% of interviews commenting on access being the leading cause.

While progress has been made, Northeast Florida continues to face challenges as mental health has been a priority in the previous two CHNAs. The limited availability of mental health providers in the region is lower than the U.S. at a rate of 205 providers per 100,000 population compared to 314, respectively. Similarly, the availability of addiction and substance abuse providers is significantly lower than the U.S., with 5.5 per 100,000 compared to 27.9 (U.S.).

A regional mental health profile for residents under 18 years old is below and is followed by the summary of strategies to address this need. Arrows indicate how the counties are performing compared to Florida.

2023	Non-Fatal Intentional Self-Harm Injuries		Emergency Department Visits by Age, Non-Fatal Intentional Self-Harm Injuries		Hospitalizations from Mental Disorders	
County	Count	Rate	Count	Rate	Count	Rate
Baker	<5	N/A	9	132.8 ↑	20	295.1 ↓
Clay	20	38.9 ↑	97	188.6 ↑	492	956.8 ↑
Duval	79	34.1 ↑	227	98 ↓	1,532	661.1 ↓
Nassau	9	48 ↑	30	160 ↑	67	357.3 ↓
St. Johns	27	40.9 ↑	70	106.2 ↑	404	612.6 ↓
Florida	1,120	25.7	4,315	99.1	30,349	696.7

Data Source: FL Health Community Health Assessment Resource Tool Set

Data Notes: Rates are crude rates per 100,000 population and are not calculated when there are <5 cases.

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

A HEALTHY COMMUNITY WITH ACCESSIBILITY AND AVAILABILITY TO HIGH QUALITY MENTAL HEALTH SERVICES AND RESOURCES			
Strategies	Tactics	Measurements	Potential Resources
Build Capacity	Support all children in Northeast Florida with behavioral health resources and education targeted throughout each development state (0-5, 6-12, 13-18).	<ul style="list-style-type: none"> • Number of Dragonfly Care Coordination referrals • Number of students educated 	<ul style="list-style-type: none"> • School Districts • Dragonfly Care Coordination • Community Events
Generate Knowledge	Continue offering Youth Mental Health First Aid trainings to community members.	<ul style="list-style-type: none"> • Number of YMHFA classes offered • Number of individuals trained in YMHFA 	<ul style="list-style-type: none"> • Talkable Communities
Generate Knowledge	Develop localized anti-stigma campaign	<ul style="list-style-type: none"> • Media reach with stigma reduction material • Number of individuals educated on behavioral health 	<ul style="list-style-type: none"> • Community events
Generate Knowledge	Support the implementation of Calm Classroom in NE Florida	<ul style="list-style-type: none"> • Number of students participate in Calm Classroom • Number of Teachers that implement calm classroom 	<ul style="list-style-type: none"> • Local School Districts
Generate Knowledge	Continue offering Teen Mental Health First Aid trainings to community members.	<ul style="list-style-type: none"> • Number of individuals trained in TMHFA 	<ul style="list-style-type: none"> • Nassau County School • Starting Point Behavioral Health
Build Capacity	Explore implementation of behavioral health and telehealth integration models.	<ul style="list-style-type: none"> • Number of patients served 	<ul style="list-style-type: none"> • Nemours Children's Health
Build Capacity	Explore implementation of Intensive Outpatient for younger population (9-12 year olds).	<ul style="list-style-type: none"> • Number of patients served 	<ul style="list-style-type: none"> • Baptist Behavioral Health • Charlie Health
Build Capacity	Explore specialized support resources and services for autism spectrum disorders (ASD). Increase ASD testing capacity.	<ul style="list-style-type: none"> • Number of patients seen for early childhood intervention • Decreased wait time 	

SUSTAIN COMPREHENSIVE AND COHESIVE MENTAL HEALTH CARE THAT SUPPORTS CHILDREN, FAMILIES, AND THE BEHAVIORAL HEALTH WORKFORCE

Strategies	Tactics	Measurements	Potential Resources
Build Capacity	Continue to support and expand the Collaborative Care Model (CoCM) and other integrated care models.	<ul style="list-style-type: none"> Number of patients served 	<ul style="list-style-type: none"> Baptist Pediatrics
Build Capacity	Continue service integration and coordination between transitions across all levels of care- Bridge, PHP, IOP, inpatient, outpatient	<ul style="list-style-type: none"> Number of referrals between levels of care 	<ul style="list-style-type: none"> Baptist Behavioral Health
Build Capacity	Strengthen crisis intervention resources and enhance immediate support for children.	<ul style="list-style-type: none"> Number of crisis response counselors certified through the American Association of Suicidology and on Counseling on Access to Lethal Means 	<ul style="list-style-type: none"> 988 American Association of Suicidology
Build Capacity	Increase connection to services for parents/caregivers of children to access trauma-support, support groups, and/or grief-related support.	<ul style="list-style-type: none"> Number of grief and loss support groups held 	<ul style="list-style-type: none"> Baptist Spiritual Care
Build Capacity	Offer trauma-informed approaches and trainings to team members.	<ul style="list-style-type: none"> Number of individuals trained in Trauma Informed Care 	<ul style="list-style-type: none"> Hope and Healing Jax Karyn Purvis Institute

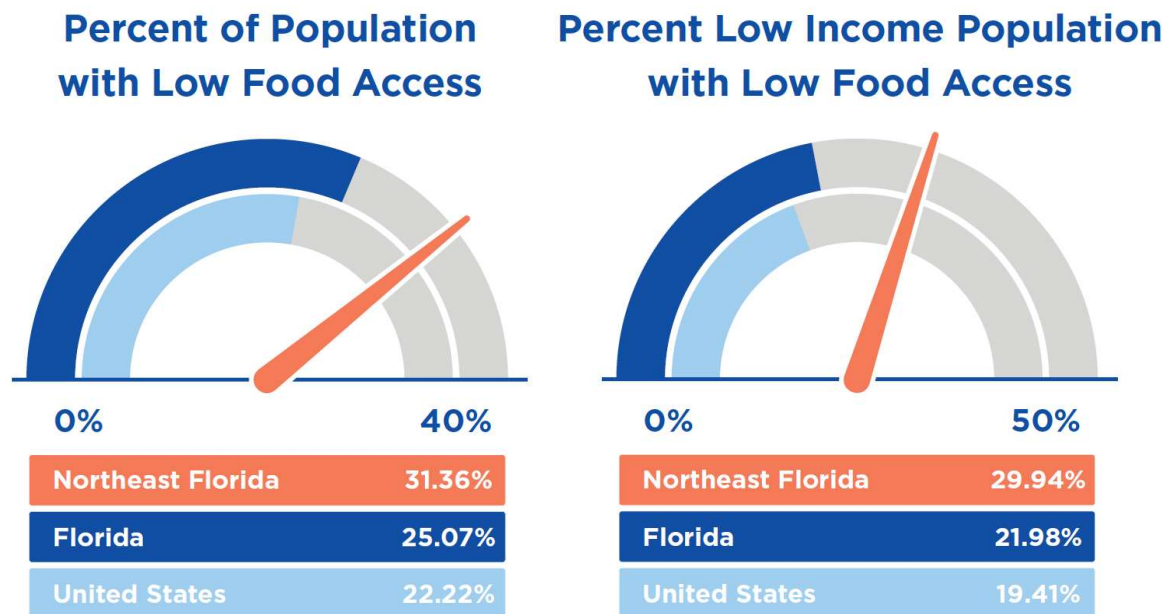
"At some point there was a 13-year-old child that said to their parents, I'm sad. They said to their parents, I'm feeling a little anxious. Way before they would be diagnosed as anxiety, well before they would be diagnosed with depression, but there aren't things, there's not enough education as a parent, or even schools aren't even allowed to say, what can we do for this child while it's not an issue?"

Community Focus Group Member

Community Priority: Access to Food and Food Insecurity

Over 30% (422,000 people) of the total population of Northeast Florida has low food access, outpacing both state and national averages. In addition, 124,540 residents in the region who are low income also have low food access, which has a compounding effect on healthy eating and disease burden.

The availability of grocery stores in both counties is also limited compared to national benchmarks. Northeast Florida has a rate of 15.6 stores per 100,000 which is below the state rate of 17.3 stores per 100,000 residents and the national rate of 23.4 stores per 100,000 residents.



“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

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

INCREASE ACCESS TO HEALTHY FOOD			
Strategies	Tactics	Measurements	Potential Resources
Build Capacity	Distribute shelf stable food through Family Links program.	<ul style="list-style-type: none"> Number of families receiving healthy food Number of meal bags distributed 	<ul style="list-style-type: none"> Feeding NEFL Furyk Family Foundation
Connect People to Resources	Assist with SNAP enrollment.	<ul style="list-style-type: none"> Number of assisted with SNAP enrollment 	<ul style="list-style-type: none"> Furyk Family Links
Connect People to Resources	Explore food bank development at Wolfson Children’s Hospital.	<ul style="list-style-type: none"> Establishment of food bank Number of families served by food bank Pounds of food provided 	<ul style="list-style-type: none"> Feeding NEFL

Conclusion and Acknowledgements

Wolfson Children's Community Health Implementation Plan 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 addressing prioritized areas of need identified within the CHNA. Wolfson Children's will regularly identify ways to refine its implementation strategy over the next three years by collaborating with team members from across Baptist Health, engaging with our patients and community to explore policies, practices and programs that might be implemented within our community 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 a plan 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. As such, Wolfson Children's will amend this plan 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.

We extend our deepest gratitude to the Wolfson Children's 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:

- **Allegra Jaros, MBA, Hospital President**
- **Rhett Bennie, System Director, Behavioral Health**
- **Betsy Boyce, Program Coordinator, THE PLAYERS Center for Child Health**
- **Megan Denk, Executive Director, THE PLAYERS Center for Child Health**
- **Amanda Nowlin, Social Work II**
- **Jarvis Ramil, Manager, THE PLAYERS Center for Child Health**
- **Carol Visconti, Associate Director, Behavioral Health**
- **Kendra Wagner, Interim Executive Director, Behavioral Health**
- **Leslie Webber, Director of Emergency Services**
- **Jessica Winberry, Prevention Coordinator, THE PLAYERS Center for Child Health**
- **Glenwood Charles, MPH, Senior Community Partner Coordinator**
- **Toni Callahan, M.Ed., Community Health and Well-being Manager**