

# Community Health Implementation Plan

2025-2027



*The Community Health Needs Assessment and the plan can be found on our website.*

<https://www.baptistjax.com/about-us/community>

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NOTE: On June 2, 2025, the Baptist Medical Center Jacksonville Board of Directors approved the Baptist Jacksonville 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 **15,325** 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 works collaboratively across its network of providers to provide excellent quality care and service to all patients. All data is based on **Fiscal Year 2024** (Oct. 23-Sept. 24).

#### COMMUNITY

- 200+** points of care (outpatient surgery centers, imaging centers, physician offices and clinics in multiple specialties, urgent care, HealthPlace centers, rehabilitation therapy).
- 816,313** 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)
- 5** satellite ERs for adults and children
- 384,095** adult and pediatric emergency visits

**76,057**

adult and pediatric inpatient stays plus **26,306** 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



## Recognized Nationally and Regionally: Quality, Safety, Top Employer

- ✓ Magnet-designated hospitals **ANCC**
- ✓ "A" Hospital Safety Grades **Leapfrog**
- ✓ Top in Consumer Loyalty **NRC Health**
- ✓ Best Employers in Florida: **Forbes**
- ✓ Best Places to Work in IT **Computerworld**

# About Baptist Medical Center Jacksonville

*“For more than 25 years, the community has named Baptist Jacksonville the most preferred health care provider in the region. We take this distinction seriously and are deeply committed to bringing hope and healing to every member of our community. The insights we gain from the Community Health Needs Assessment are invaluable in understanding the challenges affecting health and well-being in our community. We look forward to focusing on these challenges and getting to the heart of our community’s health needs.”*



Nicole B. Thomas, FACHE  
Hospital President



## By the numbers

Based on FY2024 data

513  
beds

53,569  
emergency room visits

34,970  
inpatient and observation  
admissions

21,005  
surgeries

2,555  
babies delivered

3,882  
team members

78  
volunteers

For more than 20 years, health care consumers have named our hospital the “most preferred health care provider” in the region. As the tertiary center of the Baptist Health system, Baptist Medical Center Jacksonville provides the highest level of medical and surgical care using the latest technologies.

## Comprehensive Services

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

- 24/7 Emergency Center with Accredited Chest Pain Center, Certified Comprehensive Stroke Center and LifeFlight
- Baptist Heart Hospital — the region’s only freestanding hospital for cardiovascular care
- Baptist MD Anderson Cancer Center
- Hill Breast Center, part of the National Accreditation Program for Breast Centers by the American College of Surgeons
- Baptist Neurological Institute
- Orthopedic Center for Joint Replacement
- High-risk Obstetrics
- Baptist Behavioral Health
- Robotic surgery technology for multiple specialties including neurosurgery, general surgery, oncology, orthopedics and more
- Accredited Center for Bariatric Surgery
- Bloodless Medicine and Surgery Program
- Center for Endoscopy
- AgeWell Center for Senior Health
- Sleep Disorders Center
- Hyperbaric Oxygen Therapy and Wound Care
- Advanced Imaging (256-slice CT, 3T MRI, PET/CT, SPEC CT)

## Awards and Honors

- **Magnet™ designation**, the gold standard for excellence in patient care
- **Jacksonville’s most preferred health care provider**, based on the National Research Corporation’s Health Care Market Guide
- **2024 American Heart Association GoldPlus Get With The Guidelines® – Stroke Quality Achievement Award; Target: Stroke<sup>SM</sup> Honor Roll Elite Plus, Target: Type 2 Diabetes<sup>SM</sup> Honor Roll award; and Advanced Therapy awards**
- Received a **national designation for excellence in obstetric anesthesia care** from the Society for Obstetric Anesthesia and Perinatology
- Selected by *Becker’s Healthcare* as one of the 100 great hospitals in America
- Received **highest rating for lung lobectomy procedures** for patients with lung cancer from the Society of Thoracic Surgeons
- Received **highest rating for heart bypass procedures** from Society of Thoracic Surgeons
- Named **top hospital in Florida and one of the top in the nation for cardiac care** (*Becker’s/Money Magazine*)

# 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 guide community investments of nonprofit hospitals that 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"><li>• Access to Care</li><li>• Health Conditions</li><li>• Health Behavior</li><li>• Mental Health</li></ul>	<ul style="list-style-type: none"><li>• Food Environment</li><li>• Built Environment</li><li>• Community Vitality</li><li>• Community Safety</li></ul>	<ul style="list-style-type: none"><li>• Housing</li><li>• Financial Stability</li><li>• Education</li><li>• Inclusion &amp; Equity</li></ul>

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 Jacksonville 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 Jacksonville (Baptist Jacksonville) 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 Jacksonville 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 Baptist Jacksonville can play a direct role in addressing many health-related priorities, no entity can address all the health needs present in its community. Baptist Jacksonville 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 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 housing costs.

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

**Mental Health** - NAMI Jacksonville, Gateway Community Services, Hope & Healing, and other mental health community organizations are well positioned to address the mental health needs of residents.

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

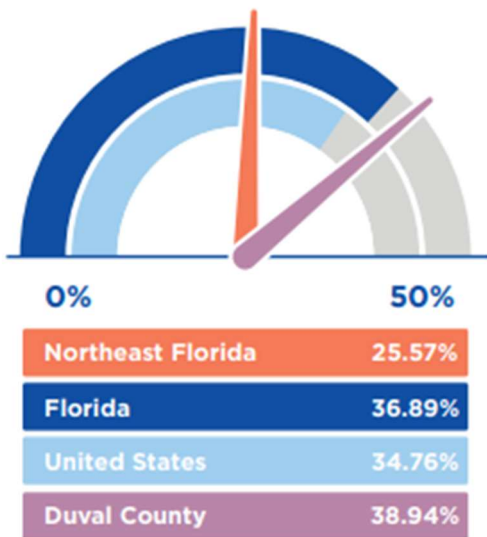
Though Duval County has a public transit system with 39% of the population living within half-mile of public transit (which is considered “accessible”), this still leaves over 650,000 people living further than half-mile from public transit access. To some, it may seem reasonable to access public transit if a person lives within a half-mile of it, but that is not the case for people disabilities, prohibitive health conditions or other issues that makes a half-mile walk impossible. Additionally, people commented on the infrastructure around the bus stops – the need for shade structures, seating on the way and at the stops, the challenge in getting to the places they need to go, etc. – which contribute to the felt need that the public transit system in Duval County remains problematic. As the largest city by land area in the contiguous United States lack of adequate, reliable, efficient transportation is particularly challenging.

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.

*“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 Participant

### Percentage of Population within Half Mile of Public Transit



Jacksonville Transportation Authority

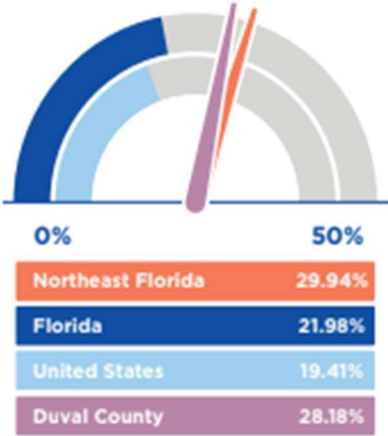
The summary of strategies includes, but not limited, to the following:

<b>INCREASE ACCESS TO TRANSPORTATION</b>			
<b>Strategies</b>	<b>Tactics</b>	<b>Measurements</b>	<b>Potential Resources</b>
Build Capacity	Support mobile and telehealth services to mitigate the need for transportation to access health services.	<ul style="list-style-type: none"> <li>• Number of participants screened</li> <li>• Number of referrals made to primary or specialty care</li> <li>• Survey data indicating satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Baptist Health: Wellness on Wheels and Buddy Bus</li> <li>• HealthLink Jax</li> <li>• Emmanuel Project</li> <li>• Blue Zones Project Jax</li> <li>• Charitable health clinics</li> <li>• JaxCareConnect</li> </ul>
Support Programs	Increase capacity of local organizations providing transportation services to increase number of people served	<ul style="list-style-type: none"> <li>• Number of rides offered</li> <li>• Number of first-time riders</li> <li>• Pre- and post-survey data indicates groups are helpful</li> </ul>	<ul style="list-style-type: none"> <li>• United Way – Ride United</li> <li>• HartFelt Ministries</li> <li>• Jacksonville Transportation Authority</li> <li>• 2<sup>nd</sup> Mile Ministries</li> </ul>
Connect People to Resources Generate Knowledge	Track data for transportation barriers in Social Drivers of Health screenings for patients in Epic, and connect patients to transportation resources	<ul style="list-style-type: none"> <li>• Number of Baptist Jacksonville patients experiencing transportation barriers</li> <li>• Number of Baptist Jacksonville patients referred to community resources for transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Baptist Jacksonville case workers and social workers</li> </ul>

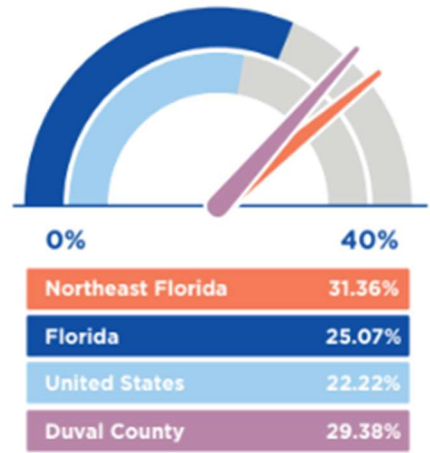
## **Community Priority: Access to Healthy Food and Food Insecurity**

The secondary data corroborate the primary data findings, including that 15% of Duval County households receive SNAP benefits (U.S. rate is 11%), 30% of the population have low food access (U.S. rate is 22%), and the grocery store rate is 13 per 100,000 population (U.S. rate is 23). In addition, more than 84,000 low-income people in Duval County also have low food access.

### Percent Low Income Population with Low Food Access



### Percent Population with Low Food Access



*“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 man I know we’re doing more. It just seems like it’s still such a huge, huge problem.”*

Community Focus Group Participant



Volunteers at the Garden of Eden at Bridge the Gap

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

## EXPAND THE NUMBER OF INDIVIDUALS WHO HAVE ACCESS TO HEALTHY, NUTRITIOUS FOOD

Strategies	Tactics	Measurements	Potential Resources
Build Capacity	Increase capacity of local organizations to provide healthy food.	<ul style="list-style-type: none"> <li>• Number of people receiving healthy food</li> <li>• Pounds of food served</li> <li>• Number of meals distributed</li> </ul>	<ul style="list-style-type: none"> <li>• Meals on Wings</li> <li>• Feeding NEFL</li> <li>• UCOM Serv</li> <li>• Catholic Charities</li> <li>• Jewish Family Community Support Services</li> <li>• Blessings in a Backpack</li> </ul>
Mobilize Communities	Engage Baptist team members to support initiatives aimed at reducing food insecurity.	<ul style="list-style-type: none"> <li>• Number of Baptist Jacksonville team member volunteers</li> <li>• Number of Baptist Jacksonville team member volunteer hours</li> </ul>	<ul style="list-style-type: none"> <li>• Meals on Wings</li> <li>• Feeding NEFL</li> <li>• UCOM Serv</li> <li>• Catholic Charities</li> <li>• Jewish Family Community Support Services</li> <li>• Blessings in a Backpack</li> </ul>
Catalyze Collaboration	Explore hosting quarterly farmers' market at Baptist Medical Center Jax.	<ul style="list-style-type: none"> <li>• Feasibility</li> <li>• Number of vendors needed</li> <li>• Cost</li> <li>• Community survey demonstrating need</li> </ul>	<ul style="list-style-type: none"> <li>• Baptist Healthy for Life</li> <li>• LocalFare</li> </ul>
Generate Knowledge	Support and collaborate with community organization offering cooking demonstrations and nutritional information.	<ul style="list-style-type: none"> <li>• Number of demonstrations and healthy food classes</li> <li>• Number of attendees</li> <li>• Survey results of attendees who demonstrate new skills and understanding</li> </ul>	<ul style="list-style-type: none"> <li>• Health Place</li> <li>• Baptist Jacksonville</li> <li>• Baptist Healthy for Life</li> <li>• Eartha's Farm and Market</li> <li>• Bridge the Gap/Garden of Eden</li> <li>• UCOM Serv</li> </ul>
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"> <li>• Number of Baptist Jacksonville patients experiencing food insecurity</li> <li>• Number of Baptist Jacksonville patients referred to community resources</li> </ul>	<ul style="list-style-type: none"> <li>• Baptist Jacksonville Case Managers &amp; Social Workers</li> </ul>

*The*  
**CORNER**  
— AT DEBS STORE —  
a North Florida Goodwill Grocer



Turning a Food Desert into a Food Oasis in East Jacksonville

# Conclusion and Acknowledgements

Baptist Medical Center Jacksonville'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 Medical Center Jacksonville 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 Jacksonville 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:

- **Nicole Thomas, FACHE, Hospital President**
- **Danita Burch, DNP, RNC-OB, CNL, Director, Women's Services**
- **Courtney Hornsby, MHA, Executive Director, Baptist MD Anderson, Operations**
- **Cheryl Lewis, ARNP, CCRN, SCRNP, Stroke Program Coordinator**
- **Blair Sisisky, DSW, System Director, Social Services**
- **Sebastian Webbe, MSN, RN, CAPA, Nurse Manager**
- **Toni Callahan, M.Ed., Community Health, and Well-Being Manager**
- **Glenwood Charles, MPH, Senior Community Partnership Coordinator**