

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 July 21, 2025, the Baptist Medical Center South Board of Directors approved the Baptist South 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.

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

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 preferred¹" 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

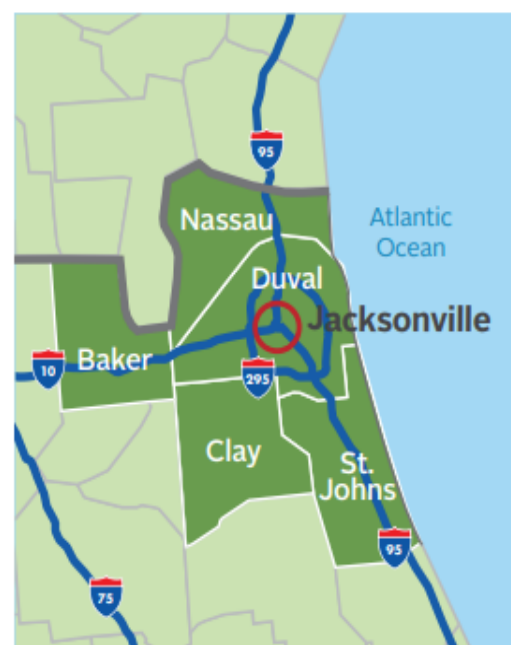
POST-ACUTE

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

"Baptist South is committed to improving the health and well-being of every patient and family we serve. In addition to providing high-quality, comprehensive care within our walls, we also meet the community where they live. The Community Health Needs Assessment ensures we're prioritizing the most pressing health issues affecting our community and creating solutions that improve the lives of our most vulnerable residents."

Kyle Dorsey, FACHE
Hospital President



By the numbers Based on FY2024 data

357
beds

66,751
emergency room visits

26,630
inpatient and observation
admissions

10,269
surgeries

3,036
babies delivered

1,849
team members

60
volunteers

Baptist Medical Center South serves the rapidly growing areas of Jacksonville's southside and St. Johns County. Jacksonville's first hospital of the 21st century offers residents convenient access to this full-service health care facility at Interstate 95 and Old St. Augustine Road. The hospital blends resort-like amenities with the most advanced medical care, providing for the physical, spiritual and emotional needs of patients and their families. As part of the Baptist Health system, Baptist South has access to many additional specialized physicians 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 South serves families throughout the area with high-quality, comprehensive care for every stage of life. Our specialty areas include:

- Anesthesiology
- Cardiac Rehab Center
- Baptist MD Anderson Oncology/ Radiation Oncology
- Cardiology
- Colorectal Surgery
- Ear, Nose and Throat (ENT)
- Endocrinology
- Endovascular Surgery Consultations
- Family Medicine
- Gastroenterology
- General Surgery
- Gynecology
- Gynecologic Oncology Surgery
- Internal Medicine
- Nephrology
- Maternal/Newborn Services
- Neurology
- Obstetrics
- Orthopedic Surgery
- Outpatient/Imaging and Lab Services
- Outpatient Wound Care
- Pathology
- Plastic Surgery
- Podiatry
- Pulmonology
- Radiology
- Rehabilitation
- Reproductive Medicine
- Sleep Center
- Total Joint Replacement Academy
- Urogynecology
- Urology
- Vascular Medicine and Surgery
- Wolfson Children's Emergency Department
- Wound Care

Awards and Honors

- **Press Ganey Guardian of Excellence Award**
- **Magnet™ Hospital since 2006**
American Nurses Credentialing Center
- **ACS NSQIP Meritiorius Hospital**
Patient safety in surgical care
- **Advanced Primary Stroke Center**
- **Get with the Guidelines® Stroke Gold Plus Achievement Award**
- **Accredited Chest Pain Center**
- **A-rated in Safety – The Leapfrog Group**
- **Women's Choice Awards for America's Best Hospitals for:** Orthopedics; Heart Care; Cancer Care; Stroke Centers; Knee Replacement; Obstetrics; Diabetes and Endocrinology; and Patient Safety
- **International Board-Certified Lactation Consultant**
- **Florida Quest for Quality Maternity Care award**
- **U.S. News & World Report – #11 in Florida;** Nationally Ranked as High-Performing in: neurology; neurosurgery; chronic obstructive pulmonary disease (COPD); colon cancer surgery; diabetes; heart attack/failure; hip replacement; kidney failure; knee replacement; stroke; and uterine cancer surgery
- **CT Accreditation**
American College of Radiology
- **Mammography Accreditation**
American College of Radiology
- **MRI Accreditation**
American College of Radiology
- **Nuclear Medicine & PET Accreditation Program**
American College of Radiology
- **Ultrasound Accreditation Program**
American College of Radiology
- **Accredited Sleep Center**
American Academy of Sleep Medicine

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>

This implementation plan describes how Baptist Medical Center South (Baptist South) 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	N
Housing: Cost Burden	N
Housing: Homelessness	N
Mental Health	Y
Food Environment: Access to healthy food and food insecurity	Y

Although Baptist South can play a direct role in addressing many health-related priorities, no entity can address all the health needs present in its community. Baptist South 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: 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 Transportation – United Way, HartFelt Ministries, Jacksonville Transportation Authority, Uber, and Lyft provide residents with transportation options.

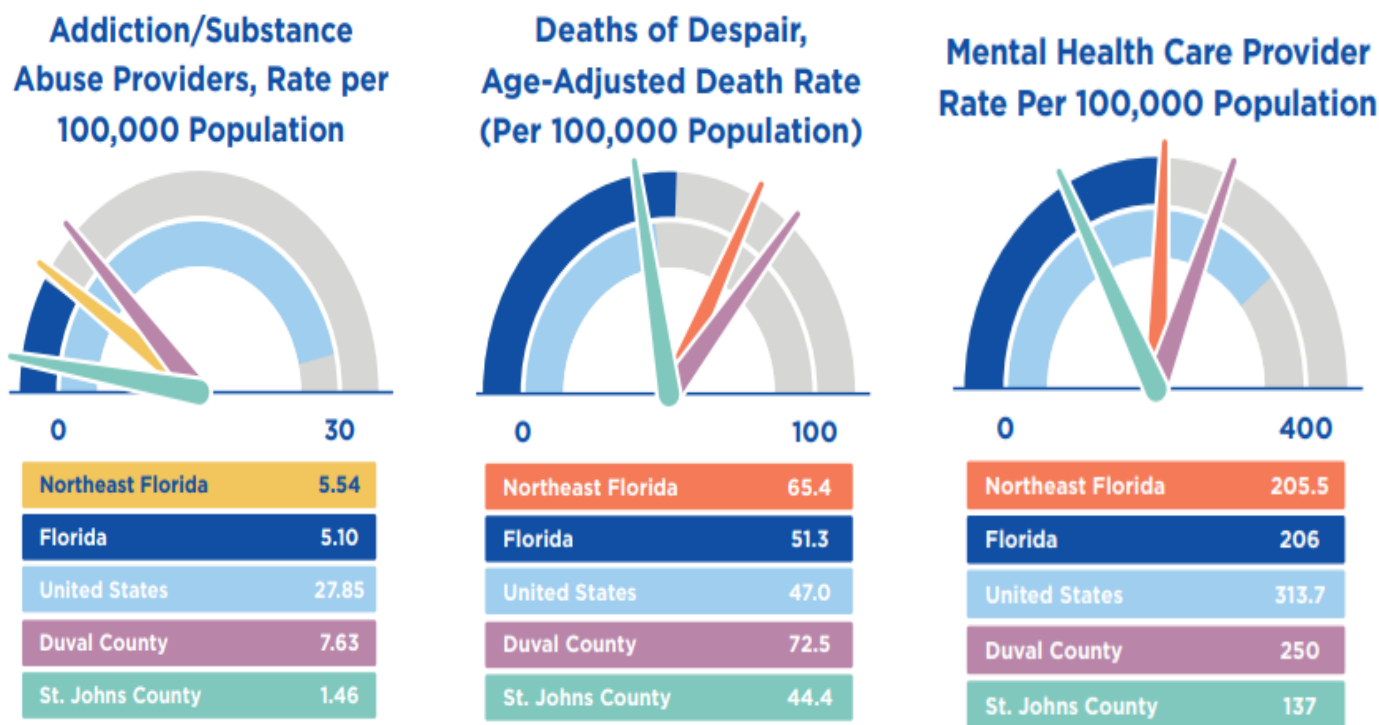
Housing: Cost Burden - Catholic Charities Jacksonville, BEAM, Jewish Family and Community Services and other organizations in Northeast Florida assist residents with unforeseen housing costs.

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

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

Community Priority: Mental Health

Mental health in general was identified as problematic by 81% of the interviews conducted. Access to mental health care was identified as the leading sub-category of this significant health need, with 51% of interviews commenting on it. Of note is 86% (19/22) of the mental health secondary measures performed worse than the U.S. Specifically, the availability of mental health providers in Duval and St. Johns counties is much lower than the U.S., with a combined rate of 150 providers per 100,000 population compared to 314 (U.S.). Significantly, the St. Johns County rate alone is 146 providers per 100,000. Similarly, the availability of addiction and substance abuse providers is significantly lower than the U.S., with 6.5 providers per 100,000 in Duval and St. Johns Counties combined compared to 27.9 (U.S.).



“So, the need continues to grow, even though we’re making strides, making impacts, the need continues to outpace the capacity.”

Community Focus Group Participant

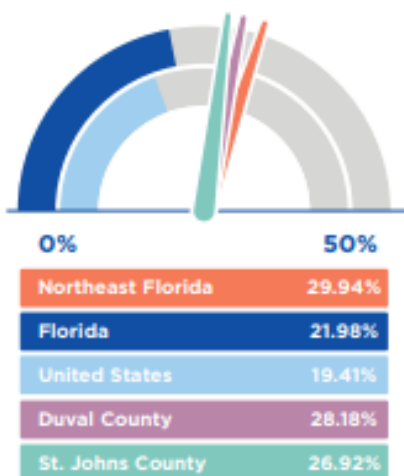
The summary of strategies includes, but not limited, to the following:

INCREASE ACCESS TO MENTAL HEALTH SERVICES (WITH A SPECIFIC FOCUS ON SUBSTANCE ABUSE AND SUICIDE PREVENTION)			
Strategies	Tactics	Measurement	Potential Resources
Build Capacity	Expand substance abuse and mental health peer support to Baptist South's emergency department	<ul style="list-style-type: none"> • Peer support interactions • Number of referrals • Number consented to services • Number entering treatment 	<ul style="list-style-type: none"> • Project Save Lives • Here Tomorrow • NAMI
Support Programs	Support programs offering education about substance abuse and suicide prevention	<ul style="list-style-type: none"> • Number of programs offered • Number of participants • Pre- and post-survey data indicates groups are helpful 	<ul style="list-style-type: none"> • Here Tomorrow • Gateway Community Services • Hearts 4 Minds • EPIC Behavioral Health • NAMI
Generate Knowledge	Provide training for hospital staff and community in trauma-informed care	<ul style="list-style-type: none"> • Number of team members trained • Number of trainings offered 	<ul style="list-style-type: none"> • Talkable Communities
Support Programs	Support programs assisting people with self-management techniques to reduce depression, anxiety, and stress	<ul style="list-style-type: none"> • Number of educational opportunities offered • Number of participants • Surveys indicating additional coping skills 	<ul style="list-style-type: none"> • The PLAYERS Center for Child Health • School districts • EPIC Behavioral Health • Yoga4Change • NAMI

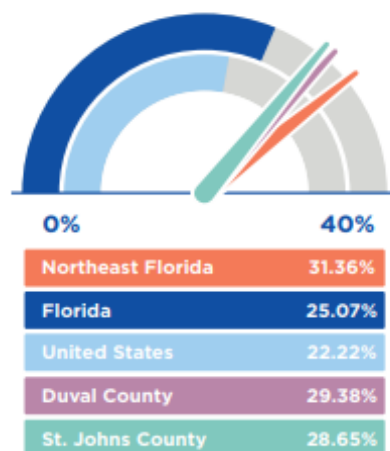
Community Priority: Access to Healthy Food and Food Insecurity

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.

**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 mean I know we're doing more. It just seems like it's still such a huge, huge problem."

Community Focus Group Participant



Volunteers at Pie in the Sky helping prepare food for distribution to seniors

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"> • Number of people receiving healthy food • Pounds of food served • Number of meals distributed 	<ul style="list-style-type: none"> • Meals on Wings • DIG • Pie in the Sky • The End Food Deserts Now Project • Blessings in a Backpack • Epi-Cure • Catholic Charities
Mobilize Communities	Engage Baptist team members to support initiatives aimed at reducing food insecurity.	<ul style="list-style-type: none"> • Number of Baptist South team member volunteers • Number of Baptist South team member volunteer hours 	<ul style="list-style-type: none"> • BEAM • Meals on Wings • Feeding NEFL • Pie in the Sky
Catalyze Collaboration	Explore hosting quarterly farmers' market or fresh food pop-up events at Baptist South	<ul style="list-style-type: none"> • Feasibility • Number of vendors needed • Cost • Community survey response 	<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 South patients experiencing food insecurity • Number of Baptist South patients referred to community resources 	<ul style="list-style-type: none"> • Baptist South Case Managers and Social Workers

Baptist Medical Center South'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 through a focus on the prioritized areas of need identified within the CHNA. Baptist Medical Center Beaches 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. 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:

- **Kyle Dorsey, FACHE, Hospital President**
- **Rachel Brackenridge, MSW, LCSW, Social Worker II**
- **Mary Pat Corrigan, Hospital Volunteer**
- **Tijuana Dudley, BSN, RN, Nurse Manager**
- **Jennifer Malig, DNP, RN, RNC-OB, Director, Critical Care**
- **Yessica Marshall, MSW, LCSW, Manager, Social Services, Care Coordination**
- **Toni Callahan, M.Ed., Manager, Health, and Well-being**
- **Glenwood Charles, MPH, Senior Community Partnership Coordinator**