

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 23, 2025, the Baptist Medical Center Nassau 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.

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

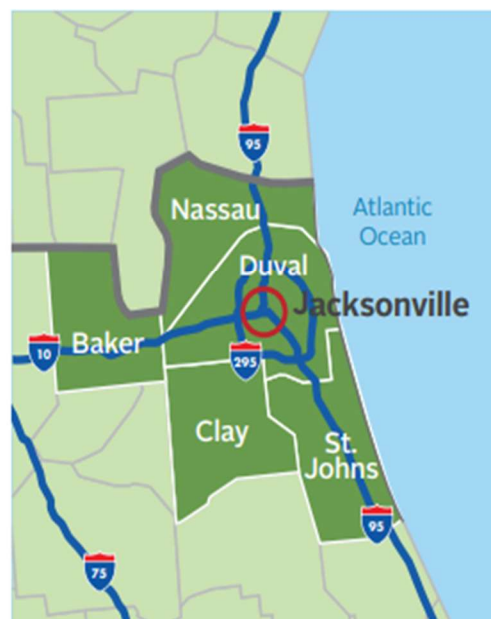
POST-ACUTE

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 Nassau

"As Florida's only nationally recognized rural community hospital, Baptist Nassau has proudly made compassionate, high-quality health care accessible to Nassau County for more than 30 years. The health and well-being of our residents is our top priority, and we value the CHNA for highlighting opportunities to expand and enhance our efforts, so that improved health and well-being is always within reach for the community."

Tara Beth Anderson, MSN, RN, NE-BC
Hospital President



By the numbers

Based on FY2024 data

62*
beds

4,611
inpatient and observation
admissions

49,446
outpatient visits

22,146
emergency room visits

2,192
surgeries

131
volunteers

493
team members

*8 beds are leased to Community Hospice for end-of-life care.

Baptist Medical Center Nassau is a highly advanced, extremely well-equipped community hospital that provides a full spectrum of in- and outpatient services and 24-hour emergency care to coastal communities in northeast Florida and southeast Georgia. The medical staff includes highly trained physicians in 29 different specialties who practice locally. As part of the Baptist Health system, Baptist Nassau has access to many additional specialized physicians, services, and resources including Baptist MD Anderson Cancer Center, Baptist Heart Hospital, Baptist Neurological Institute, and Wolfson Children's Hospital, the only full-service children's hospital serving the region.

Comprehensive Services

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

- Anesthesiology
- Cardiac Rehab Center
- Cardiology
- Colorectal Surgery
- Family Medicine
- Gastroenterology
- General Surgery
- Gynecology
- Hematology/Oncology
- Imaging Services
- Internal Medicine
- Men's Health
- Nephrology
- Neurology
- Orthopedic Surgery
- Otolaryngology
- Outpatient Wound Care
- Pain Management
- Pathology
- Pediatrics
- Plastic Surgery
- Podiatry
- Psychiatry
- Pulmonology
- Pulmonology Function Clinic
- Radiation Oncology
- Radiology
- Sleep Medicine
- Urology
- Women's Health

Shuttle Service

As a courtesy for patients and visitors, the Auxiliary operates a free shuttle service. Call to arrange shuttle transport while on campus.

Awards and Honors

- Excellence in Rural Hospital Outcomes – Chartis
- Top 100 Rural and Community Hospitals – Chartis Performance Leadership Award
- Magnet™ Hospital since 2006
- 5-star rated by CMS
- Leapfrog Top General Hospital
- Leapfrog Safety Grade "A" Rating
- Accredited Chest Pain Center
- Vizient Quality Leadership Top Performer 2024
- Press Ganey Guardian of Excellence Award – Patient Experience
- FHA Hospital Improvement Innovation Award
- FHA Community Benefit Achievement Award
- Acute Stroke Readiness – The Joint Commission

Community Hospice

Located adjacent to the hospital, Community Hospice provides personalized compassionate end-of-life care in a home-like setting.

Interpreting Services

If you need an interpreter, please contact our coordinator of Interpreting Services at 904.202.2435.

Pastoral Care and Chapel

Our senior chaplain and volunteer pastoral care associates provide support with the spiritual and emotional aspects of hospitalization. Pastoral care is available to families on request. 904.321.3518

Caring Cart for Patients

Our Caring Cart offers healing activities such as art, music, visual and tactile resources for relaxation and stress relief. 904.321.3605

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 Nassau's 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 Nassau (Baptist Nassau) plans to address the priority health areas identified in the 2025 CHNA. Team members from a variety of disciplines at the hospital 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 and the potential for partnerships for the hospital 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 Food and Food Insecurity	Y

Although Baptist Nassau can play a direct role in addressing many health-related priorities, no entity can address all the health needs present in its community. Baptist Nassau 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 Care: Transportation – Nassau Transit transitioned services from the Nassau Council on Aging to the Jacksonville Transportation Authority Florida which will be better situated to assist residents with transportation needs.

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

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

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

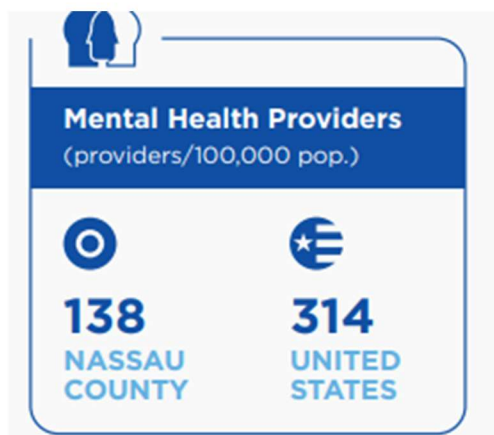
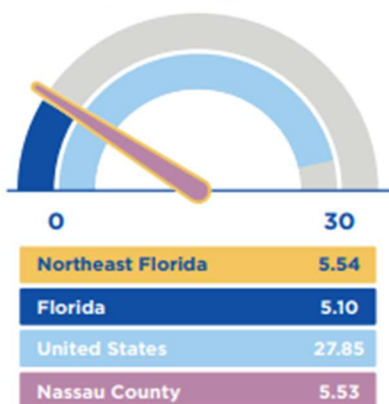
hospital's influence and scope of service.

Community Priority: Mental Health

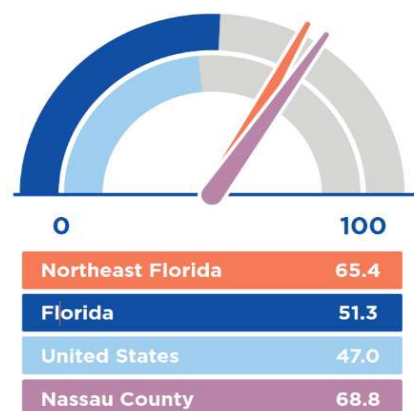
Limited access to mental health services is seen in the ratio of mental health providers to the population in which Nassau has 138 per 100,000 population compared to the state and nation at 485 and 319, respectively. This presents a major coverage gap for residents seeking care.

These 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. Nassau County's premature death rate of 9,349 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.

Addiction/Substance Abuse Providers, Rate per 100,000 Population



Deaths of Despair, Age-Adjusted Death Rate (Per 100,000 Population)



"I would still say, I think mental health is a big issue. A lot of the patients that we serve here in our clinic, in our group, you know, have challenges with mental health, and you still have so many people that are undiagnosed."

Community Focus Group Participant

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

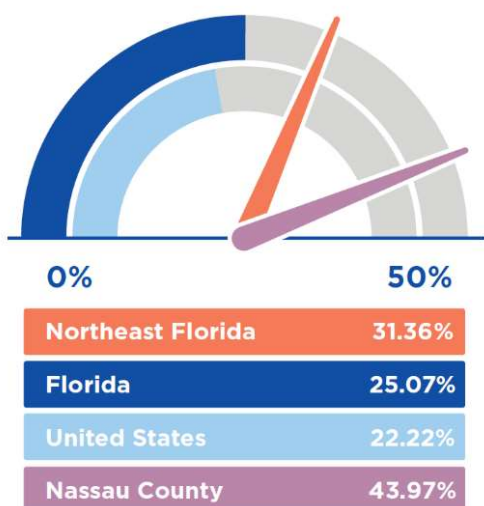
INCREASE ACCESS TO MENTAL HEALTH SERVICES (WITH A SPECIFIC FOCUS ON SUBSTANCE ABUSE AND SUICIDE PREVENTION)			
Strategies	Tactics	Measurements	Potential Resources
Build Capacity	Increase the availability of mental health resources in Nassau County.	<ul style="list-style-type: none"> • Number of support groups • Number of 988 calls and subsequent referrals 	<ul style="list-style-type: none"> • Florida Psychological Associates • Starting Point • United Way • NAMI
Generate Knowledge	Work with the Nassau County School District to educate high school students on healthy coping mechanisms and increase education on depression and mental illness.	<ul style="list-style-type: none"> • Number of 10th graders trained in Mental Health First Aid • Evaluate participants' knowledge and confidence in the material • Measure suicide rates, hospitalizations for mental disorders, etc. 	<ul style="list-style-type: none"> • Starting Point • NAMI
Support Programs	Increase peer support team members and/or resources in Baptist Nassau and Nassau Crossing emergency departments and in the community.	<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"> • NAMI Nassau • Starting Point • NAMI

Community Priority: Access to Healthy Food and Food Insecurity

Lack of access and availability of healthy food was identified as a priority throughout the five Northeast Florida counties studied. Nassau County has higher percentages of people with low access to food than either the state or national averages. Low food access is defined as living more than 1 mile (in urban areas) or 10 miles (in rural areas) from the nearest supermarket or grocery store. Access to nutritious food remains a considerable challenge for residents living in the county.

The availability of grocery stores is also limited when compared to national benchmarks. Nassau County has a rate of about thirteen 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



"For me, grocery store, a lot of these areas are food deserts, which means that they don't have access to healthy options. So, the result to what they have is typically fast food, unhealthy food, and food of convenience."

Community Focus Group Participant



Volunteers preparing food for distribution at Barnabas Center

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

INCREASE ACCESS TO HEALTHY FOODS			
Strategies	Tactics	Measurements	Potential Resources
Build Capacity	Provide unused hospital food to agencies that distribute meals and/or food to community members.	<ul style="list-style-type: none"> • Number of participants receiving healthy food • Number of new participants receiving healthy food • Pounds of healthy food provided • Number of meals distributed 	<ul style="list-style-type: none"> • Authentic Impact • Barnabas • Baptist Nassau Dietary (Morrison) • Sharing Hope & Reaching People (First Baptist Church)
Catalyze Collaboration Generate Knowledge	Work with local organizations that currently offer hot meals or pantry items to include fresh fruits and vegetables, or increase the number of fresh items available	<ul style="list-style-type: none"> • Number of participants • Number of new participants • Pounds of healthy food provided 	<ul style="list-style-type: none"> • Hope House • Nassau Council on Aging
Shape Markets	Explore hosting a quarterly farmer's market at Baptist	<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
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 Nassau patients experiencing food insecurity • Number of Baptist Nassau patients referred to community resources 	<ul style="list-style-type: none"> • Baptist Nassau Case Managers & Social Workers

Conclusion and Acknowledgements

Baptist Medical Center Nassau'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 Nassau 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 Nassau 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:

- **Tara Anderson, MSN, RN, NE-BC, Hospital President**
- **Avalee Delay, Community Relations Coordinator**
- **Tiffany Dillon, MSN, RN, In-Patient Nurse Manager**
- **Berry Ivey, PharmD, MHA, CPh, Director of Pharmacy, Baptist Nassau**
- **Todd Owens, PT, DPT, Manager, Rehabilitation Services, Baptist Nassau**
- **Toni Callahan, M.Ed., Manager, Community Health, and Well-being**
- **Glenwood Charles, MPH, Senior Community Partnership Coordinator**