

Community Health Needs Assessment (CHNA) Implementation Plans Hillsborough County 2023–2025





BayCare's mission
is to improve the health
of all we serve through
community-owned services
that set the standard
for high-quality,
compassionate care.



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Letter from the Presidents

What you'll find in these pages is a manifestation of BayCare's mission to improve the health of all we serve.

In 2022, our hospitals in Hillsborough County and across BayCare joined with the All4HealthFL Collaborative for a second time to engage with our communities to make sure, as we plan our Community Benefit investments for the next three years, that we're directing our support to where it'll make a difference.

The process is called conducting a community health needs assessment (CHNA). The collaborative, including BayCare, AdventHealth, Bayfront Health St. Petersburg, Tampa General Hospital, Moffitt Cancer Center, Johns Hopkins All Children's Hospital and the Florida Departments of Health in Hillsborough, Pasco, Pinellas and Polk counties, worked together to collect and review the region's health data and to also listen to our residents to develop collective impact goals to increase the chance of improving health outcomes.

In 2022, that listening involved a survey that reached more than 4,540 Hillsborough residents, including 1,496 who identified as having a child in the home. Those individuals also responded to the child-specific questions to ensure that St. Joseph's Children's Hospital, as the region's largest provider of children's health services, had even more information to help understand communities' needs.

The listening helped further illuminate the health needs data, showing which needs were most pressing and where the greatest needs were so BayCare's Hillsborough County hospitals could develop coordinated strategies to address those needs. This book lays out those implementation plans, including advancements in clinical service, education and policy interventions that would span across service areas in Hillsborough County.

These plans build on BayCare's longstanding commitment to Community Benefit work which, in 2021, totaled more than \$497 million and included \$91 million in charity care to ensure high-quality, timely and appropriate care for those who otherwise couldn't afford it. Every day, we're working hard to improve the health and well-being of our communities, and we know there's more work to do.

We encourage you to use this summary to gain a better understanding of our community's needs and the commitment of St. Joseph's Hospital, St. Joseph's Children's Hospital, St. Joseph's Women's Hospital, St. Joseph's Hospital-North, St. Joseph's Hospital-South and South Florida Baptist Hospital to address those most pressing unmet health needs.

Thank you to all who contributed to our 2022 CHNA process. We look forward to sharing successes of the implementation plans and continuing community conversations throughout the 2023-2025 CHNA cycle.

Sincerely,



Tom Garthwaite
*President,
St. Joseph's
Hospital-North*



Karen Kerr
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Baptist Hospital*



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Children's Hospital
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Listening to Hillsborough County

St. Joseph's Hospital, St. Joseph's Children's Hospital, St. Joseph's Women's Hospital, St. Joseph's Hospital-North, St. Joseph's Hospital-South and South Florida Baptist Hospital recognize that Hillsborough County's implementation plan must start with a deep understanding of the issues affecting health and the community resources available to improve related health outcomes.

To provide as complete an overview as possible of the health behaviors and perceptions of Hillsborough County residents, a 59-question community survey was developed. The primary purpose of utilizing a community survey was to ensure that the voices of Hillsborough County residents were heard, engaging those most impacted by health issues where they live, work, play and raise families. The survey addressed health and lifestyle behaviors, quality of life and access to care.

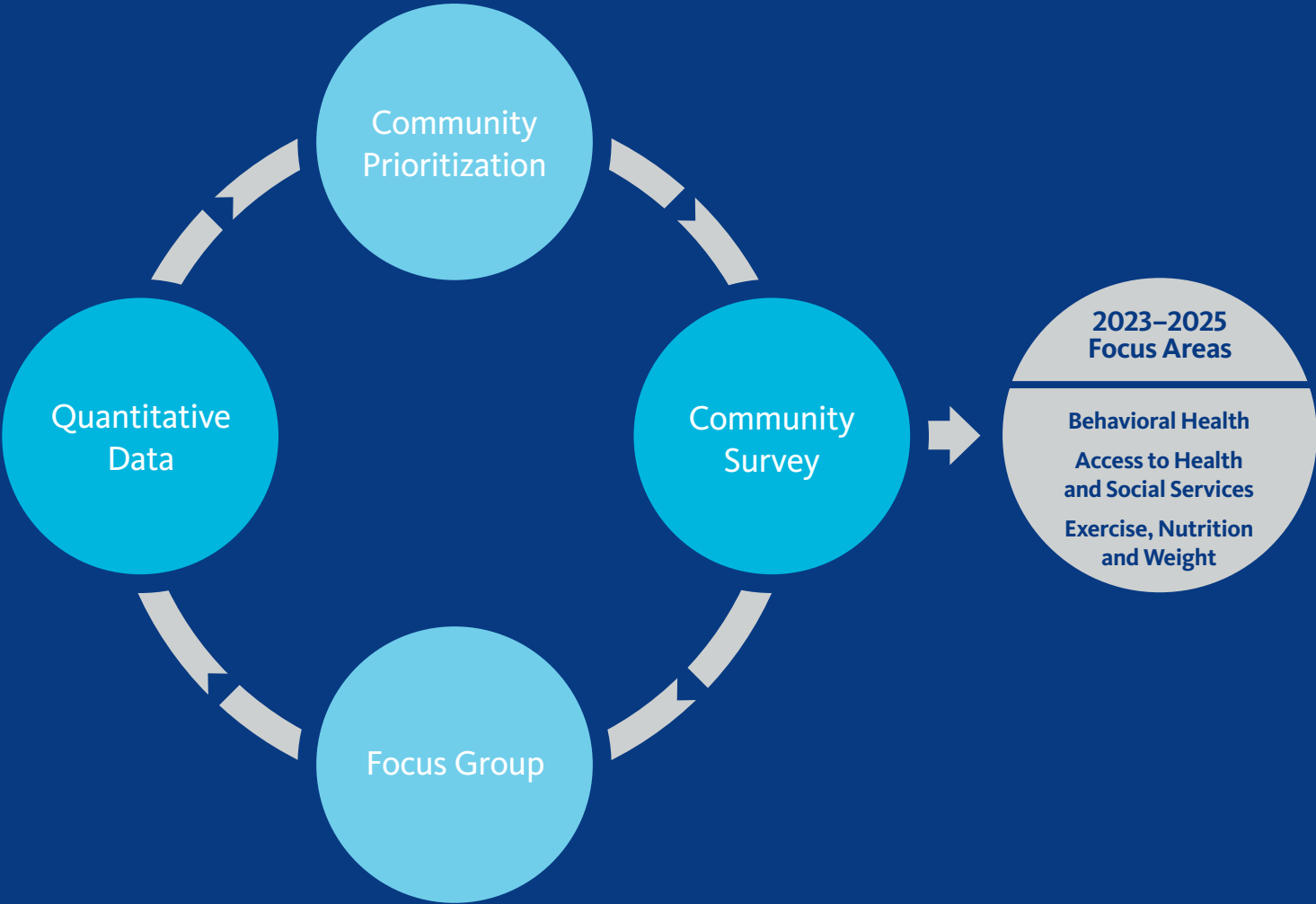
The community survey used validated and reliable questions obtained from state and national needs assessments, passed a rigorous literacy review and was available in English, Spanish and Creole. In addition, the All4HealthFL Collaborative engaged a health equity expert to validate the verbiage of survey questions and responses to ensure equity for all respondents.

Intentional and strategic outreach was integral in getting a robust and representative response rate. Due to the ongoing COVID-19 pandemic, surveys were primarily deployed electronically, using either a direct link or QR code for easy access. The collaborative was prepared for this and leveraged our partners across the county to ensure that the voices of our residents were heard. Even during the challenges posed by the pandemic, the survey was disseminated in libraries, churches, food pantries and community centers. This strategy allowed for engagement of low-income, minority and medically underserved populations. Through the collaborative's efforts, every zip code in Hillsborough County was represented in the survey collection.



At the Chronic Complex Clinic at St. Joseph's Children's Hospital, siblings of patients are invited to "SibShop Retreats" as part of BayCare's support for families with medically fragile children. BayCare's approach was the model for the federal ACE Kids Act.

Identifying Priorities



Identifying Priorities

Six health issues were identified after a review of local community opinions from the 2022 CHNA survey, focus groups and related secondary health statistics data analysis:

- Access to health and social services
- Behavioral health (*mental health and substance misuse*)
- Cancer
- Exercise, nutrition and weight
- Heart disease and stroke
- Immunization and infectious disease
- Maternal, fetal and infant health*
- Respiratory diseases*

In addition, focus groups comprised of advocates and community partners convened to gain greater insight into these health issues. Guided by facilitators, the focus groups used a participatory analysis technique that engaged participants in guided discussion around specific topics using data placemats. The placemats displayed thematically grouped data, charts and graphs in an easy-to-understand format. Discussions were guided by four general questions:

- What social determinants are impacting this health issue?
- From your perspective, what has caused this to improve/worsen/remain the same?
- What efforts have you experienced that are working and how?
- From your perspective, what community/systems-level aspects need to change to positively impact lives and improve data?

Following the guided discussions, Healthy Communities Institute (HCI) led the participants in a prioritization exercise. Each of the six health issues was presented for ranking based on the scope and severity of the issue and the ability to impact. Each attendee was provided a link to an online voting system and allowed a single vote in each category for each health issue. For both the adult and children's prioritization exercises, the top three focus areas for the 2023–2025 CHNA implementation plans were the same. They are:

- Access to health and social services
- Behavioral health (*including mental health and substance misuse*)
- Exercise, nutrition and weight

The remaining health needs—cancer, heart disease and stroke, immunization and infectious disease, respiratory disease,* and maternal, fetal and infant health*—are significant, but they aren't directly addressed in the 2023–2025 implementation plan strategies. However, these health issues will continue to be impacted through existing BayCare hospital strategies for clinical excellence as well as other efforts in the community, including collaborative efforts with partners such as the Florida Department of Health in Hillsborough County.

*Refers to children-specific information

Improving Health Is More Than Just Accessing Health Care



Policies and Programs



Health Factors



Health Outcomes

Health Behaviors (30%)

- Tobacco Use
- Diet and Exercise
- Alcohol and Drug Use
- Sexual Activity

Clinical Care (20%)

- Access to Care
- Quality of Care

Social and Economic Factors (40%)

- Education
- Employment
- Income
- Family and Social Support
- Community Safety

Physical Environment (10%)

- Air and Water Quality
- Housing and Transit

Length of Life (50%)

Quality of Life (50%)

Source: Robert Wood Johnson Foundation, 2022. County Health Rankings Model.

Developing a Strategic Implementation Plan

Through this comprehensive CHNA process, St. Joseph's Hospitals and South Florida Baptist Hospital have a better understanding of the community's health and opportunity for improvement. In addition, we recognize that the CHNA isn't perfect, nor does it reflect each person's unique experience with health. In many cases, the assessment validated some of what we already knew about the community, and in other cases, we learned about significant shortfalls in the community's health. There are many needs in Hillsborough County, some of which are reflected in disparities of race, ethnicity, income, geography and education.

Because of our commitment to improving Hillsborough County's health and well-being, the St. Joseph's Hospitals/South Florida Baptist Hospital Board of Directors approved strategies to drive health improvement and approved the 2023–2025 implementation plans.

The 2023–2025 implementation plans for St. Joseph's Hospitals and South Florida Baptist Hospital were thoughtfully developed to leverage hospital and community resources, while also working collaboratively across multiple sectors to engage new community partners. To align with population and public health best practices and acknowledge that improving health is more than just accessing health care, the plans include a strong and directed focus on the social determinants that impact health.



A BayCare team member helps with food distribution during a Feeding Tampa Bay event.



Photo by BayCare team member Yudit Martinez.

Behavioral Health

Behavioral health includes mental health, substance use and addiction intervention, including prevention. Mental health is important at every stage of life, from childhood and adolescence through adulthood. It's defined as a state of well-being in which every individual realizes their own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to contribute to their community. Mental health problems and substance use disorders sometimes occur together. This is because:

- Mental health and substance use disorders share some underlying causes, including changes in brain composition, genetic vulnerabilities and early exposure to stress or trauma.
- Mental health problems can sometimes lead to alcohol or drug use, as some people with a mental health problem may misuse these substances as a form of self-medication.
- Certain illegal drugs can cause people with an addiction to experience one or more symptoms of a mental health problem.

In Hillsborough County, mental health and substance use have consistently been identified in both the primary and secondary data as a top health priority. Forty-one percent of survey respondents ranked mental health as the most pressing issue. Disparities of race, age, income and ethnicity exist in those who are seeking but are unable to get mental health treatment in these communities.

Behavioral Health Goal

Work to elevate the community's understanding of behavioral health needs and support investment in appropriate and related services

Objective:

By December 31, 2025, use an equity lens to implement a multifaceted, cross-sector behavioral health campaign to reduce stigma while increasing access to resources.



In 2022, Lizzy, a BayCare behavioral health patient, joined BayCare leaders and 50 pediatric patients from across the nation to meet with members of Congress to help advocate for improved access to mental health services for children and families.



1 in 5 American adults
will experience a mental illness
in a given year

Behavioral Health in Hillsborough County

31%



Residents who report a diagnosis of depression or anxiety¹

49%



High school students who report having used alcohol or illicit drugs in their lifetime²

15%



Adults who experience frequent mental distress (*higher than in Florida and the U.S.*)³

Alzheimer's, Dementia and Depression

rates in the Medicare population in Hillsborough are higher than the U.S.⁶



17%

Adults who engage in heavy or binge drinking⁴



26%

Driving deaths caused by alcohol impairment (*higher than in Florida and the U.S.*)⁵



¹Centers for Disease Control and Prevention, 2019. Population Level Analysis and Community Estimates.

²Florida Department of Children & Families, 2021. Florida Youth Substance Abuse Survey.

³Robert Wood Johnson Foundation, 2019. County Health Rankings and Roadmaps.

⁴Florida Health Community Health Assessment Resource Tool Set, 2019. Adults who engage in heavy or binge drinking.

⁵Robert Wood Johnson Foundation, 2020. County Health Rankings and Roadmaps.

⁶Centers for Medicaid and Medicare Services, 2021. Chronic conditions.

Behavioral Health

Impact Objectives

- Launch a public awareness and resource campaign regionwide to break child mental health stigmas and educate families and advocates*
- Provide mental health first aid training to at least 150 community members annually
- Implement strategies to reduce tobacco and vaping in Hillsborough County
- Explore community partnerships to expand behavioral health services and increase access to care for underserved residents of Hillsborough County
- Offer supportive, temporary housing through Salvation Army Tampa Command for homeless residents recently discharged from the hospital for behavioral health conditions
- Promote behavioral health education and community resources through an awareness campaign

**Indicates children-specific impact objective*

BayCare's Commitment to the Community

Behavioral health has trained providers who can help patients much like a physical health care provider would. For more than 50 years, BayCare and its predecessor organizations have been committed to behavioral health. BayCare is currently the largest provider of behavioral health services in West Central Florida and the Tampa Bay region and is continuing to expand its team. In 2022, BayCare welcomed its first participants in a new psychiatry residency program to help address the region's provider deficit long-term.

BayCare also operates several behavioral health facilities in Hillsborough County, including St. Joseph's Hospital Behavioral Health Center in Tampa, a freestanding, inpatient, Baker Act-receiving private psychiatric hospital with 40 adult and 20 child/adolescent beds. BayCare has also expanded its commitment to behavioral health through expansion of inpatient beds available at St. Joseph's Hospital-North and through the acquisition in 2023 of the Northside Behavioral Health Center, a longtime community resource serving outpatients and inpatients, and providing residential options.

We're here for the community.



BayCare

South Florida Baptist Hospital



Access to Health and Social Services

Access to comprehensive, quality health care services is important for promoting and maintaining health, preventing and managing disease, reducing unnecessary disability and premature death, and achieving health equity. Health and social services influence quality of life by addressing social needs related to education and training, social welfare, housing and reliable, high-quality health care.

Access to health care services can be disproportionately impacted by variables such as race, ethnicity, socioeconomic status, geography, age, sex, gender identity, sexual orientation and/or disability status. It requires entering the health care system (*usually through insurance coverage*), geographic availability of needed health care services, ability to receive services when needed, and finding a health care provider the patient can communicate with and trust. Access to health care impacts one's overall physical, social and mental health status, and quality of life.

In Hillsborough County, both primary and secondary data indicate access is a high health priority for the community. The county has numerous provider shortage areas for primary care and dental providers, and for mental health providers, Plant City, Tampa and several other communities in central and south Hillsborough County are shortage areas. This means there are too few providers compared to the number of residents.

Access to Health and Social Services Goal

Increase access to timely, affordable and appropriate health care services for all Hillsborough County residents.

Objective:

By December 31, 2025, expand access to health and social services through identification, screening and referral of underserved community members to address social determinants of health and their impact on health outcomes.



BayCare's Faith Community Nursing program has a long history of working with Catholic Charities to provide care at La Esperanza in Wimauma, a medical clinic for low-income residents without insurance. Soledad Flores, Kenia Aguilar, Magda Setzer-Podowski and Stephanie Morrison show the new ultrasound BayCare provided to help with patient care.

Access to Health and Social Services in Hillsborough County



55%

Respondents who identified cost and getting an appointment as a barrier to receiving medical care¹



10%

Parents who reported they couldn't get needed medical care for their child in the past year¹



51%

Respondents who identified getting an appointment as a barrier to receiving medical care¹



41%

Low-income residents who don't have a personal doctor (compared to 31% of all residents)³



28%

Low-income residents who don't have insurance (compared with 17% of all residents)²

49%

Survey respondents who went to the ER for a reason other than an emergency or life-threatening situation¹



¹Community Health Needs Assessment Community Survey, 2022.

²United States Census Bureau, 2021. Health insurance coverage status by ratio of income to poverty level in the past 12 months by age.

³FL CHARTS, 2019. Behavioral Risk Factor Surveillance Survey.

Access to Health and Social Services

Impact Objectives

- Leverage partnership with FindHelpFlorida.com to improve connections and referrals to community resources in Hillsborough County
- Improve access to affordable medications through support of the Medication Assistance program
- Support access to health care, health insurance options and community resources through support of health care navigator services
- Expand access to screening and educational opportunities through support of Faith Community Nursing and their congregational networks
- Improve access to health care by supporting increased transportation resources through rideshare services
- Develop and support best practices for tracking social determinants of health to inform efforts to improve the community's health
- Expand community partnerships to provide access to health care to medically indigent, uninsured and underfunded Hillsborough County residents at Judeo Christian Clinic, La Esperanza Clinic and San Jose Mission Clinic
- Work with REACHUP and Champions for Children to provide prenatal education, navigation services and lactation consultations
- Provide inpatient obstetrics navigator to connect patients and provide on-site visits for education at community organizations
- Partner with Metropolitan Ministries and Dawning Family Services to address health services and system navigation to homeless families and single women
- Increase community outreach, preventive and sick care services through BayCare Kids Mobile Medical Clinic*

**Indicates children-specific impact objective*

BayCare's Commitment to the Community

BayCare's work to address health and social barriers to health care access for Hillsborough County residents includes supporting free clinics, partnering with FindHelpFlorida.com, an online resource that connects individuals to services and resources, and offering transportation assistance for disadvantaged individuals to receive follow-up care, among other efforts. While several of the current activities will continue from the 2020–2022 implementation plans, BayCare is eager to incorporate additional opportunities to deepen the impact of our access-to-services work in Hillsborough County.



Exercise, Nutrition and Weight

Physical activity and proper nutrition are key drivers in achieving and maintaining a healthy weight. The combination of these drivers decreases the likelihood of stroke, high blood pressure, heart disease, type 2 diabetes, depression and some cancers, and is a contributing factor in the prevention of many other health problems.

Obesity affects one in five children and one in three adults and costs the U.S. \$173 billion (about \$530 per person) annually. Efforts to improve weight must include a focus not only on individual behaviors, but on policy and environmental changes, from tackling root causes of food insecurity to school-based interventions to safe places to be active outdoors. Primary and secondary data sources elevated physical activity, nutrition and weight as a high health priority for Hillsborough County. In 2020, 83 percent of teens didn't get sufficient physical activity.

Exercise, Nutrition and Weight Goal

Pursue policy, systems and environmental change to maintain or increase the number of Hillsborough County residents with healthy behaviors and weight, while ensuring access to nutritious and reliable food sources

Objective:

By December 31, 2025, improve overall health through interventions that are inclusive of health and nutrition education, screenings, exercise initiatives and place-based food access.



A Food and Nutrition team member at St. Joseph's Hospital-North prepares Healing Bags as part of BayCare's efforts to help patients who are food insecure. Upon discharge, patients receive a bag with two to three days of food, along with information about additional resources in their community.

Exercise, Nutrition and Weight in Hillsborough County

18%



Children live in households at or below the poverty level²

83%

High school students in Hillsborough County who don't have sufficient vigorous physical activity⁴



30%

Adults who are obese (higher than in Florida)⁵



74%

Residents who don't eat enough fruits and vegetables every day¹



18%

Residents who report being food insecure (higher than in Florida)³



39%

Those who have diabetes and are food insecure¹



¹Community Health Needs Assessment Community Survey, 2022.

²FL CHARTS, 2020. Individuals Below Poverty Level (ages 0-17).

³FL CHARTS, 2019. Food Insecurity Rates.

⁴FL CHARTS, 2021. Florida High School Youth Risk Behaviors.

⁵Centers for Disease Control and Prevention, 2019. Population Level Analysis and Community Estimates.

Exercise, Nutrition and Weight

Impact Objectives

- Expand Healing Bag program as a standard of care by screening every hospital patient for food insecurity using the validated two-question USDA Food Insecurity screener and providing nonperishable food upon discharge
- Through a partnership with Feeding Tampa Bay, continue to provide access to food and other services for students and their families at 14 schools across Hillsborough County and determine areas for additional services such as health screenings and education
- Provide funding to support a position for health care partnerships at Feeding Tampa Bay
- Expand partnership with Feeding Tampa Bay to increase chronic illness self-management by improving food security among Hillsborough County residents through the Food Rx program
- Deepen the BayCare Community Health team's multidisciplinary partnerships across the service area to include prevention-based screening and/or classes
- Improve health outcomes for community members with prediabetes or type 2 diabetes by partnering with local free clinics to increase diabetes education and support for residents of Hillsborough County Healthy Living Coach program
- Expand partnership with Champions for Children Baby Cafés to provide breastfeeding support
- Partner with YMCA to provide education, support and prevention strategies for diabetes through the Diabetes Prevention Program (DPP)
- Partner with YMCA to provide education, support and physical activity strategies to prevent falls in at-risk populations through the Enhance® Fitness program
- Continue and expand the BayCare Kids Wellness and Safety team's existing children's obesity prevention programs, nutritional workshops and large-scale community events*
- In partnership with the YMCA, use BayCare Kids Power curriculum for after-school youth nutrition and physical activity programming*
- Support Youth Character Development programs through partnership with Positive Coaching Alliance*

BayCare's Commitment to the Community

BayCare has a unique and abiding commitment to addressing food insecurity across Hillsborough County. The Feeding Minds school-based pantry program, in partnership with Feeding Tampa Bay, has 14 sites across the county that provide food free of cost to students and their families. BayCare also has incorporated Healing Bags into our system of care, screening patients for food insecurity and offering a two- to three-day supply of nonperishable foods and a connection to long-term food sources upon discharge. While these current activities will continue in the 2020–2022 implementation plans, BayCare is eager to incorporate additional opportunities to deepen the impact of our food insecurity and related work in Hillsborough County.

**Indicates children-specific impact objective*

Hospital Information

St. Joseph's Hospital

Tampa, Florida

St. Joseph's Hospital is known for advanced medical technology and compassionate care. Its Centers of Excellence include the Heart and Vascular Institute, Cancer Institute, Stroke and Neuroscience Program, Robotic Surgery Program and Emergency/Trauma Department, which provides more emergency care than any other hospital in Tampa Bay. More than 70 specialties are represented among the medical team, including internal medicine, cardiovascular surgery and neurosurgery. The hospital was founded in 1934 by the Franciscan Sisters of Allegany. The 615-bed hospital is located at 3001 West Dr. Martin Luther King Jr. Boulevard in Tampa, Florida. For more information: BayCare.org/SJH

St. Joseph's Children's Hospital

Tampa, Florida

St. Joseph's Children's Hospital is Tampa Bay's largest provider of children's health services and is committed to providing everything needed for the health and well-being of children. Together, BayCare Kids and St. Joseph's Children's Hospital offer specialized inpatient and outpatient pediatric care to thousands of children and their families each year in multiple locations throughout West Central Florida. From the tiniest baby to the high school quarterback, patients are cared for by doctors who specialize in treating children, in surroundings designed exclusively for kids. Part of BayCare Health System, the 219-bed children's hospital is located at 3001 West Dr. Martin Luther King Jr. Boulevard in Tampa, Florida. For more information: BayCare.org/SJCH

St. Joseph's Women's Hospital

Tampa, Florida

St. Joseph's Women's Hospital, part of BayCare Health System, offers complete obstetric, perinatal, surgical, gynecology and oncology services. Only St. Joseph's Women's Hospital offers the Shimberg Breast Center, where women can receive the most advanced testing and treatment available. With its comfortable labor and delivery suites, extensive childbirth programs, level IV neonatal intensive care unit and maternal/fetal program, St. Joseph's Women's Hospital is widely regarded as the place in Tampa to have a baby. The hospital is located at 3030 West

Dr. Martin Luther King Jr. Boulevard in Tampa, Florida. For more information: BayCare.org/SJWH

St. Joseph's Hospital-North

Lutz, Florida

St. Joseph's Hospital-North opened in February 2010 to bring high-quality health care services to North Tampa in an environment designed to help patients heal. The hospital features all-private patient suites and offers emergency care, surgical services, GI endoscopy, imaging, intensive care, obstetrics, cardiac catheterization, interventional radiology and more in a peaceful, relaxing and family-centered environment. The all-digital, state-of-the-art facility is specially designed to make patients and visitors as comfortable as possible during their hospital experience. The hospital is located north of Tampa at 4211 Van Dyke Road in Lutz, Florida. For more information: BayCare.org/SJHN

St. Joseph's Hospital-South


Riverview, Florida

St. Joseph's Hospital-South opened in February 2015 to bring high-quality health care services to southern Hillsborough County in an environment designed to help patients heal. The hospital features all-private patient suites and offers emergency care, surgical services, imaging, intensive care, obstetrics, a NICU, cardiac catheterization and more in a peaceful, relaxing and family-centered environment. The all-digital, state-of-the-art facility is specially designed to make patients and visitors as comfortable as possible during their hospital experience. The hospital is located south of Tampa at 6901 Simmons Loop in Riverview, Florida. For more information: BayCare.org/SJHS

South Florida Baptist Hospital

Plant City, Florida

Since 1953, South Florida Baptist Hospital has served Plant City and surrounding areas as a not-for-profit community hospital. The progressive, acute care facility offers a full range of diagnostic, rehabilitative, surgical, therapeutic and women's services, including obstetrics. The 147-bed hospital is located at 301 North Alexander Street in Plant City, Florida. A new, state-of-the-art hospital that will replace the original is currently under construction four miles away. For more information: BayCare.org/SFBH



The 2023–2025 implementation plans for St. Joseph’s Hospitals and South Florida Baptist Hospital were thoughtfully developed to leverage hospital and current community resources, while also working collaboratively across multiple sectors to engage new community partners. To align with population and public health best practices and acknowledge that improving health is more than just accessing health care, the plans include a strong and directed focus on the social determinants that impact health.

