

# Community Health Needs Assessment (CHNA) Implementation Plans Manatee County 2026-2028





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.

*Cover photo: Downtown skyline, Bradenton, Florida*



## Table of Contents

Letter From Leadership	2
Listening to Manatee County	3
Our Commitment	5
Identifying Priorities	7
Developing a Strategic Implementation Plan	9
Access to Health and Social Services	11
Behavioral Health	13
Exercise, Nutrition and Weight	15
Hospital Information	16

# Letter From Leadership

To the communities we serve,

With roots in Manatee County, BayCare Health System is a vital community partner driven to improve quality of life beyond hospital walls. In this booklet, you'll find how BayCare extends its mission to improve the health of all we serve.

BayCare, a founding member of the All4HealthFL Collaborative since 2019, conducted its first Community Health Needs Assessment (CHNA) in Manatee County in 2024. Based in West Central Florida, the All4HealthFL Collaborative includes seven hospital systems and four departments of health. The collaborative strives to improve community health by leading outcome-driven health initiatives in the region.

Together, we engaged in the process of analyzing local, state and national primary and secondary data. We facilitated focus groups, conducted key informant interviews and, most importantly, surveyed county residents. Because of the CHNA process, we now have a deeper understanding of the unmet health needs and barriers to care in Manatee County and the region. This knowledge will form the basis of our Community Benefit outreach programs to address Access to Health, Behavioral Health and Exercise, Nutrition and Weight.

We're deeply grateful to all the organizations and individuals who contributed invaluable time and effort to this ongoing CHNA process. Together, we can look forward to shared success and a better quality of life for all residents.

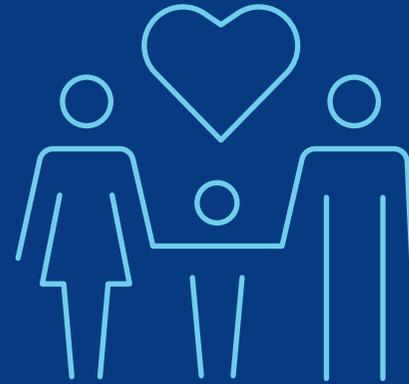
Sincerely,



Patrick Downes  
Executive Lead for  
BayCare Hospital Manatee



Kimberly Guy  
Chief Operating Officer,  
BayCare Health System



**\$467** Million

The amount of Community Benefit that BayCare delivered in 2024 through charity and uncompensated care and community services

# Listening to Manatee County



BayCare recognizes that Manatee 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.

Recognizing that any outcome-driven plan must be grounded in data and in listening to community voices, BayCare and its All4HealthFL partners began their outreach in Manatee County in the fall of 2024. The collaborative developed a 71-question survey to capture the health challenges and perceptions of Manatee County residents. The purpose was to understand the issues affecting health and the community resources available to improve health outcomes.

The survey addressed health and lifestyle behaviors, quality of life and access to care. By intentionally reaching out to those most affected by health issues in the places they live, work, play and raise their families, BayCare ensured that Manatee County residents were meaningfully included in the conversation.

The community survey used validated and reliable questions obtained from state and national needs assessments. It passed a rigorous literacy review and was available in English, Spanish, Haitian Creole, Russian

and Vietnamese. In addition, the collaborative engaged a health equity expert to validate the language of survey questions and responses to ensure equity for all respondents.

BayCare and its partners distributed the survey in libraries, churches, clinics, food pantries and community centers, in either paper or electronic format, utilizing a direct link or QR code for easy access. This approach allowed for engagement of low-income, minority and medically underserved populations.

Following hurricanes Helene and Milton, the survey was paused for about 10 weeks to allow time for the communities to recover from the storms. This data informed BayCare's Community Health Implementation Plans (CHIP) for 2026-2028. Through the survey outreach and in-person meetings with stakeholders, the collaborative guaranteed that the perspectives and experiences of community members directly shaped the understanding of local health needs, fostering an inclusive and representative assessment process.



# Our Commitment

---



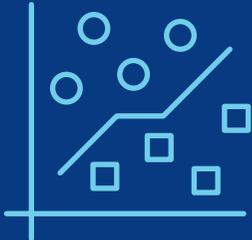
*Artist rendering of BayCare Hospital Manatee, opening in Palmetto in 2028.*

The 2026-2028 Community Health Needs Assessment (CHNA) identified three primary unmet health needs: Access to Health and Social Services, Behavioral Health (including mental health and substance use) and Exercise, Nutrition and Weight. These results mirror the 2023-2025 CHNA results for West Central Florida, which highlights the complex nature of these issues, and the need for sustained attention and action. Additionally, this year's assessment has brought to light the issue of economic stability as an emerging concern, particularly as it relates to an individual's capacity to achieve optimal health outcomes.

As BayCare builds on strategies and develops partnerships to improve health outcomes, we have an opportunity to measure the effectiveness of our interventions and refine our approaches based on evidence gathered over time.

BayCare looks forward to working with our communities to create a resource-rich community environment where everyone has the opportunity to live a healthy and balanced lifestyle.

# Identifying Priorities



**Community Survey Data Collection**

**Focus Groups and Stakeholder Interviews**

**Analysis of Publically Available Data**

**Community Prioritization Sessions**

**Identification of Priority Areas**



# Identifying Priorities

---

The following health issues were identified after a review of the 2025 CHNA survey results, focus group findings and a secondary health statistics data analysis:

- Access to health and social services
- Behavioral health (including mental health and substance use)
- Cancer
- Dental
- Economic stability
- Exercise, nutrition and weight
- Heart disease and stroke
- Neighborhood and built environment

In addition, discussion groups comprised of advocates and community partners convened to gain greater insight into these health issues. Guided by facilitators, the discussion 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 structured in three groupings focused on data review, severity and feasibility and potential strategies. Below are a few examples of the questions posed during the discussion. For a full list, go to [All4HealthFL.org](https://All4HealthFL.org) to view the CHNA reports.

- What factors might explain the patterns we're seeing in this data?
- Do the findings align with your knowledge of your community?
- What's currently being done in the community to address this need?
- What partnerships and collaborations need to occur to move the dial on addressing this need in the community?

Following the guided discussions, Crescendo Consulting Group—the chosen vendor for the collaborative CHNA—led the participants in a prioritization exercise. Each of the health issues was presented for ranking based on the scope and severity of the issue. Using an online voting system, each attendee ranked the issues from the most to least pressing. The top three focus areas for the 2026-2028 CHNA implementation plans are:

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

The remaining health needs—cancer, heart disease and stroke, dental, neighborhood and built environment—are significant but aren't directly addressed in the 2026-2028 implementation plans. However, these health issues will continue to be impacted through existing BayCare 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 Manatee County.

Economic stability and the remaining unmet health needs highlight the direct correlation between economic hardship and health, underscoring the need to address this issue with purposeful intent. Understanding this connection, BayCare plans to develop projects and partnerships that foster opportunities for equitable access to resources that alleviate the stress of economic instability.

# 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%)

# Developing a Strategic Implementation Plan

The comprehensive CHNA process provides BayCare with a data-driven framework for improving community health. While we recognize that no assessment can capture every individual's unique experience, the data clearly reveals significant health disparities linked to race, ethnicity, income, geography and education.

Implementation plans are thoughtfully developed to leverage community resources, while also working collaboratively across multiple sectors. BayCare forms intentional partnerships with trusted and established community organizations to support programs that meet the identified community health needs. We partner proactively with these organizations to identify and track impactful program outcomes. Through regular program monitoring, BayCare's Community Benefit team encourages adaptability and problem-solving to maintain program fidelity. To align with population and public health best practices and acknowledge that improving health is more than just accessing health care, future plans for Manatee County will include a strong and directed focus on the social determinants that impact health.



*In 2025, BayCare leaders celebrated the groundbreaking of BayCare Hospital Manatee. With an anticipated opening in 2028, BayCare Hospital Manatee will be the county's only not-for-profit hospital.*

# Access to Health and Social Services in Manatee County

## Barriers for those who can't get medical care:<sup>1</sup>



**23%**

Adults who haven't had a medical checkup in the past year (higher than Florida average)<sup>2</sup>



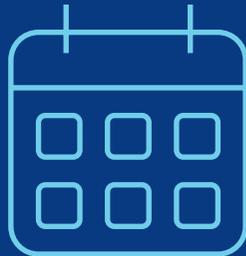
**23%**

Low-income residents with a disability (higher than U.S. average)<sup>3</sup>



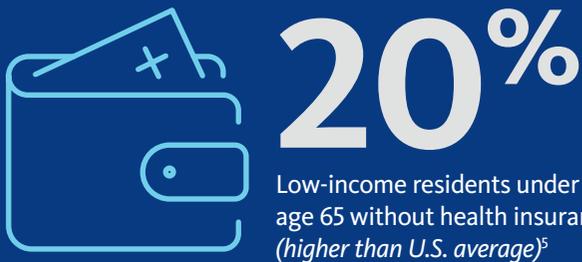
**64%**

Getting an appointment



**1,560**

Residents for every one primary care physician (worse than Florida average)<sup>4</sup>



**2,153**

Preventable hospital stays per 100,000 Medicare enrollees (lower than Florida average)<sup>6</sup>

<sup>1</sup>All4HealthFL Survey data 2025.

<sup>2</sup>FL Health CHARTS, 2023; Behavioral Risk Factor Surveillance Survey.

<sup>3</sup>American Community Survey, 2023.

<sup>4</sup>County Health Rankings & Roadmaps, 2025.

<sup>5</sup>American Community Survey, 2023.

<sup>6</sup>County Health Rankings & Roadmaps, 2025.

# Access to Health and Social Services

---

The ability to locate and receive health care and connections to social services in a timely manner is critical in maintaining an optimal level of health and overall quality of life. Access to comprehensive, quality health and social service resources is important for:

- Promoting and maintaining health
- Preventing and managing disease
- Reducing unnecessary disability and premature death

Access to health care services can be disproportionately impacted by many variables. Key areas of need within this priority area revolve around cost of care, obtaining timely appointments and general health literacy. For this reason, BayCare continues to expand support of local free or reduced-cost clinics that have well-established relationships within the community. These clinics provide an array of services, including medication assistance programs, dosing instructions and education, primary and specialty care and wraparound services in the social care space. As social conditions change, these clinics are experiencing increased volume and demand, demonstrating the importance of our continued support to ensure these resources can rise to meet this growing need.

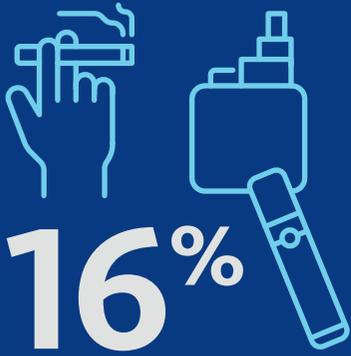


**1 in 7 Florida residents**  
under age 65 are uninsured  
*(worse than U.S. average)<sup>1</sup>*

---

<sup>1</sup>State Health Access Data Assistance Center, 2023 Uninsurance Rate Study FL.

# Behavioral Health in Manatee County



Adults in Manatee County who are current smokers (higher than Florida average)<sup>1</sup>

## 19%

Adults reporting 14 or more days of poor mental health per month (higher than Florida average)<sup>2</sup>



Depression among adults<sup>3</sup>

## 21.4

Drug overdose deaths per 100,000 population<sup>4</sup>



## 710

Residents for every one mental health provider (worse than Florida average)<sup>5</sup>

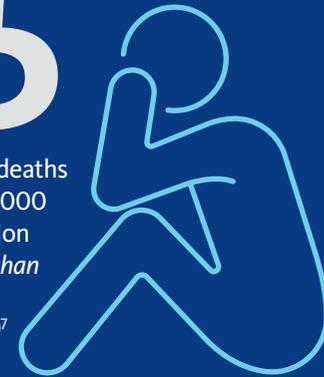


## 29%

Students who ever drank alcohol (higher than Florida average)<sup>6</sup>

## 15

Suicide deaths per 100,000 population (higher than Florida average)<sup>7</sup>



<sup>1</sup>County Health Rankings & Roadmaps, 2025.

<sup>2</sup>County Health Rankings & Roadmaps, 2025.

<sup>3</sup>CDC PLACES, 2022.

<sup>4</sup>FL Health CHARTS, 2024; Deaths from Drug Poisoning

<sup>5</sup>County Health Rankings & Roadmaps, 2025

<sup>6</sup>FL Health CHARTS, 2023; Florida Youth Substance Abuse Survey

<sup>7</sup>County Health Rankings & Roadmaps, 2025

# Behavioral Health

---

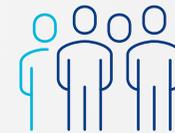
Behavioral health, including mental health and substance use, can influence an individual's day-to-day experiences, relationships and overall health outcomes. Behavioral health care includes a continuum from prevention and wellness activities through outpatient therapy, medications, acute hospital-based care and community-based services. Recent research found that seven in 10 residents in West Central Florida experienced at least one poor mental health day in the past month.<sup>1</sup> Despite continued efforts, many people still struggle to access the care they need due to stigma, misperceptions about behavioral health and the nature of behavioral health disorders.

Through community connections, BayCare elevates supportive services such as free mental health counseling, prevention and recovery efforts for substance use, behavioral health education, peer support programs and a youth-centered anti-stigma campaign. BayCare strives to create opportunities that are intentionally designed to meet the unique needs of some of the community's most underserved populations.

Our CHNA survey identified that 20% of senior respondents indicated having a diagnosis of depression and/or anxiety.<sup>2</sup> For this reason, BayCare partnered with Seniors in Service to support their Health Buddies program that directly addresses the health and social needs of these individuals. Over the course of this 12-week telephonic intervention, seniors report improved mental health outcomes and decreased utilization of emergency resources. This work demonstrates BayCare's commitment to serving special populations and their mental well-being.



*BayCare is the largest provider of behavioral health services in the region.*



**Nearly 1 in 4 U.S. adults**  
experience mental illness  
every year.<sup>3</sup>

---

<sup>1</sup>Tampa Bay Thrives 2024 Resident Mental Health Study.

<sup>2</sup>All4HealthFL Community Health Needs Assessment Survey, 2025.

<sup>3</sup>National Survey on Drug Use and Mental Health, 2024.

## Exercise, Nutrition and Weight in Manatee County

**14%** 

Diagnosed diabetes among adults (*higher than U.S. average*)<sup>1</sup>



**13%** Children who live in poverty (*lower than Florida average*)<sup>3</sup>

**13%** 

Residents who report being food insecure<sup>4</sup>

**33%** 

Adults who are obese<sup>2</sup>



**6%** Residents who are low income and don't live close to a grocery store<sup>5</sup>



<sup>1</sup>CDC PLACES, 2022.

<sup>2</sup>CDC PLACES, 2022.

<sup>3</sup>County Health Rankings & Roadmaps, 2025.

<sup>4</sup>FL Health CHARTS, 2023. Food Insecurity Rates.

<sup>5</sup>County Health Rankings & Roadmaps, 2025.

# Exercise, Nutrition and Weight

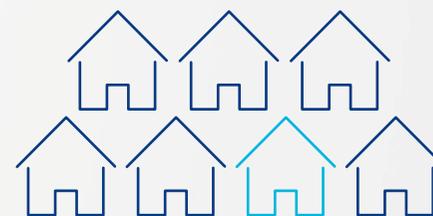
---

Access to nutritious food has been identified as an unmet need within Manatee County, often making it difficult for residents to achieve desired health outcomes. In addition to a nutritious diet, regular exercise and maintaining a healthy weight can positively impact health by improving blood pressure and preventing heart disease, diabetes, stroke, certain cancers and a number of other health concerns.

Over the course of our previous CHNA cycle (2023-2025), BayCare's commitment to food insecurity had ensured access to reliable food sources for over 93,000 individual families through our 42 school-based food pantries across the West Central Florida footprint. These food pantries provide easily accessible, shelf-stable food items conveniently located on school campuses where staff, students and families can shop before, during or after school.

To deepen our impact, we've created a county food clinic model where community members can access nutritionally dense food options such as fresh produce, whole grains, frozen lean protein sources and other shelf-stable items. In addition, this model provides wraparound services such as resource navigation, nutrition education and health screenings.

We recognize that addressing food insecurity is only part of the solution; therefore, BayCare also supports programs that promote physical activity for youth and adults as well as interventions on chronic disease management.



**1 in 7 U.S. households**  
identify as food insecure<sup>1</sup>

---

<sup>1</sup>United States Department of Agriculture Economic Research Service, 2023.



### **BayCare Hospital Manatee (Opening in 2028)**

*Palmetto, Florida*

BayCare is building BayCare Hospital Manatee, its 17th hospital, and a BayCare HealthHub® which will open in September 2026. This milestone marks a significant step in expanding access to health care for the growing Manatee County community. With an anticipated 154 beds in private patient rooms, including eight neonatal intensive care unit (NICU) beds, the new hospital will be built on the Robinson Gateway Property on Moccasin Wallow Road, conveniently located one mile north of the I-75 and I-275 junction in Manatee County. The adjacent 45,000-square-foot BayCare HealthHub will offer convenient, patient-focused health care solutions in a modern, accessible setting. It'll be home to BayCare Medical Group providers offering primary and specialty services, outpatient laboratory services and imaging services, including 3T MRI, X-ray, CT, PET CT, mammography, DEXA and ultrasound. By expanding access into Manatee County, BayCare Hospital Manatee and the BayCare HealthHub projects underscore BayCare's commitment to growing with the community and caring for families in the region, from delivering babies and offering neonatal services to providing emergency care and specialty surgery.



The 2026-2028 implementation plans for BayCare were carefully designed to build on the strengths of the communities we serve. They were created with input from residents and community partners and are designed to foster new collaborations and engage community partners. Recognizing that health is influenced by more than access to care, the plans align with proven population and public health best practices by placing a strong focus on the social determinants of health. Through this plan, we aim to create lasting improvements in health outcomes for everyone in Manatee County.

