



**COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)  
IMPLEMENTATION PLANS HILLSBOROUGH COUNTY 2020-2022**



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.



## TABLE OF CONTENTS

Letter from the Presidents	2
Listening to Hillsborough County	3
Identifying Priorities	5
Developing Strategic Implementation Plans	7
Behavioral Health	9
Access to Health Services	13
Exercise, Nutrition and Weight	17
Hospital Information	20

## LETTER FROM THE PRESIDENTS

BayCare is a leading not-for-profit health care system committed to improving the health of all those in the communities we serve. Caring for the people who need us most is a fundamental part of our mission. Our team members share in our mission to improve the health of our community and work hard to provide excellent patient care and outstanding customer service every day.

BayCare's commitment to the Tampa Bay community is evident in our work. In 2019, BayCare provided \$461 million in community benefit, including \$103 million in financial assistance, to assure high-quality, timely and appropriate care to those in need.

St. Joseph's Hospitals is comprised of five hospitals: St. Joseph's Hospital, St. Joseph's Children's Hospital, St. Joseph's Women's Hospital, St. Joseph's Hospital-North and St. Joseph's Hospital-South. St. Joseph's Hospitals, along with South Florida Baptist Hospital, are part of BayCare's network of 15 hospitals. In 2019, BayCare worked together with the Florida Department of Health and other local not-for-profit hospitals to conduct a shared community health needs assessment (CHNA) in Hillsborough County. The CHNA provides information on the most pressing health concerns and unmet health needs in our community as identified through local, state and national secondary data, focus groups, key informant interviews and, most importantly, the over 5,000 survey responses from our county residents.

We now have a more profound understanding of the health needs and barriers to care that pose a challenge for our community. Our hospitals have prioritized these needs and have aligned our implementation plans to serve as a strategic roadmap to address those needs and improve our community's health.

We encourage you to use this summary to gain a better understanding of our community's needs and to guide additional discussions with key decision-makers and leaders.

To those who contributed time and efforts to our CHNA process, thank you. We look forward to sharing the successes of the implementation plans.

Sincerely,



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



**Kimberly Guy**  
*President, St. Joseph's  
Hospital/Senior Vice  
President, Market  
Leader-Hillsborough*



**Karen Kerr**  
*President, South Florida  
Baptist Hospital*



**Phil Minden**  
*President, St. Joseph's  
Hospital-South*



**Sarah Naumowich**  
*President, St. Joseph's  
Children's Hospital and  
St. Joseph's Women's Hospital*

# LISTENING TO HILLSBOROUGH COUNTY

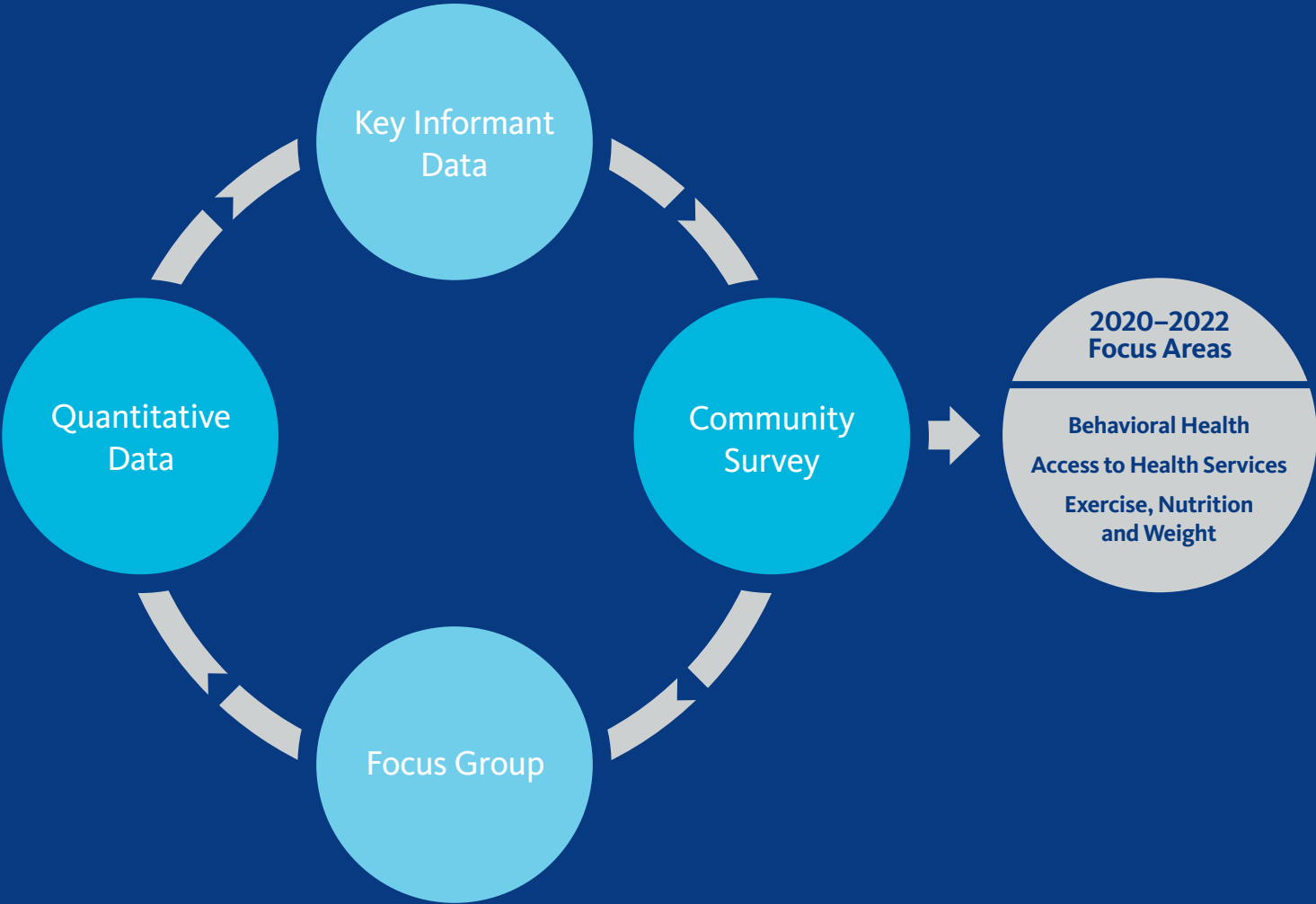
---

St. Joseph's Hospitals and South Florida Baptist Hospital recognize that Hillsborough County's health improvement plans 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 of the health behaviors and perceptions of Hillsborough County residents as possible, a 75-question community survey was developed. The primary purpose of using 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 and Spanish. Intentional and strategic outreach was integral in getting a robust and representative response rate. Surveys were deployed on-site at many locations across Hillsborough County, including churches, libraries, clinics, food pantries and community centers. This strategy allowed for engagement of low income, minority and medically underserved populations. Because of the collaboration with the Florida Department of Health, Moffitt Cancer Center, Tampa General Hospital, Johns Hopkins All Children's Hospital and Advent Health, every zip code in Hillsborough County was represented in the survey collection.



IDENTIFYING PRIORITIES



# IDENTIFYING PRIORITIES

---

Upon review of local community opinion from the 2019 CHNA survey, key informant interviews, and related secondary health statistics data analysis, 11 health issues were identified:

- Access to health services
- Cancer
- Diabetes
- Exercise, nutrition and weight
- Heart disease and stroke
- Immunization and infectious disease
- Maternal, fetal and infant health
- Mental health and mental disorders
- Oral health
- Respiratory disease
- Substance abuse

In addition, focus groups comprised of advocates and community partners convened to gain greater insight into these 11 health issues. The focus groups, guided by facilitators, used a participatory analysis technique. The technique 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 three general questions:

- What surprises you about the data?
- What factors may explain some of the trends we're seeing?
- Does this lead to new questions?

Following the guided discussions, Healthy Communities Institute (HCI) led the participants in a prioritization exercise. Each of the 11 health issues was presented for ranking based on the scope and severity of the issue and the ability to impact. Each attendee was provided with an electronic voting device that allowed for a single

vote in each category for each health issue. After combining mental health/mental disorders and substance abuse under the single focus area of behavioral health, the top three focus areas for the 2020–2022 CHNA implementation strategy were:

- Access to health services
- Behavioral health
- Exercise, nutrition and weight

Although the majority of the overarching goals, objectives and efforts will focus on the top three focus areas, St. Joseph's Hospitals and South Florida Baptist Hospital remain committed to supporting positive advancements in addressing diabetes, heart disease and stroke, while addressing the focus area of exercise, nutrition and weight. There were five health focus areas remaining:

- Cancer
- Immunization and infectious disease
- Maternal, fetal and infant health
- Oral health
- Respiratory disease

These remaining health needs are significant, but they're not directly addressed in 2020–2022 health improvement plan strategies. However, they'll continue to be impacted through existing hospital strategies for clinical excellence and St. Joseph's Hospitals and South Florida Baptist Hospital's partnerships within the community, including the Florida Department of Health and community organizations who may be in a better position to address these health issues.

# 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 (50%)

- 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 STRATEGIC IMPLEMENTATION PLANS

---

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 health and well-being, the St. Joseph's Hospitals and South Florida Baptist Hospital's Board of Directors approved strategies to drive health improvement and approved the 2020–2022 health improvement plans. These plans will guide our health improvement efforts, while also leveraging hospital resources to strengthen community collaborations already established within the county, and will provide the guardrails for programmatic impact over the three-year cycle.

The 2020–2022 health improvement 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.





# BEHAVIORAL HEALTH

---

Behavioral health includes mental health, substance use and addiction intervention and prevention. Mental health is defined as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.<sup>1</sup> Mental health problems and substance use disorders sometimes occur together. This is because:

- Certain illegal drugs can cause people with an addiction to experience one or more symptoms of a mental health problem
- 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
- Mental and substance use disorders share some underlying causes, including changes in brain composition, genetic vulnerabilities and early exposure to stress or trauma<sup>2</sup>

In Hillsborough County, mental health and substance use have consistently been identified in both the primary and secondary data as a top health priority. Disparities of race, age, income and ethnicity exist in those seeking, but unable to get, mental health treatment in these communities.<sup>3</sup>

## Behavioral Health Goal

Increase access to appropriate behavioral health services across the BayCare footprint.

### Objective

By December 31, 2022, deploy education, awareness, prevention and access to care strategies to reduce the incidence of suicide.



More than one in four adults living with serious mental health problems also has a substance use problem.<sup>2</sup>

---

## BEHAVIORAL HEALTH IN HILLSBOROUGH COUNTY

# 14.2%



Residents report a depression diagnosis<sup>3</sup>

# 1.3%



Teens have used methamphetamines  
(use has increased over time)<sup>4</sup>

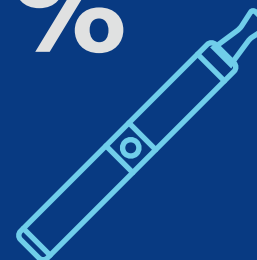
## Depression

Rates in the Medicare population in Hillsborough are higher than in Florida and the U.S., and are increasing over time<sup>5</sup>



# 22.1%

Teens reported vaping during their lifetime (percentage has been increasing over time)<sup>4</sup>



# 29.6%

Driving deaths were alcohol impaired, which is higher than in Florida and the U.S.<sup>6</sup>



<sup>1</sup>CDC, 2018

<sup>2</sup>U.S. Department of Health & Human Services, 2019

<sup>3</sup>2019 CHNA Community Survey

<sup>4</sup>Florida Charts, 2018

<sup>5</sup>Centers for Medicare & Medicaid Services, 2017

<sup>6</sup>RWJF County Health Rankings, 2019

# BEHAVIORAL HEALTH

---

## 2022 Impact Objectives

- Provide *Mental Health First Aid* training to at least 150 community members annually
- Implement the Gun Shop Project by engaging gun shop owners and non-traditional organizations, to include community gatherings and *Mental Health First Aid* trainings
- Develop a strategy to reduce substance use by expanding education on medication-assisted treatment
- Provide support and community coordination of efforts with the West Central Florida Mental Wellness Coalition
- Support a behavioral health liaison at St. Joseph's Hospital-North, St. Joseph's Hospital-South and South Florida Baptist Hospital
- Hire and integrate a full-time behavioral health provider to assist primary care providers across the system in providing appropriate and timely care to patients who have behavioral health diagnoses
- Provide funding to support the infrastructure build-out of the Academy Center
- Provide a safe, supportive environment for substance use patients to respite
- Explore community partnerships to expand behavioral health services, targeting community programming to high-risk Hillsborough county residents
- Provide *Trauma-Informed Care* and *Mental Health First Aid* trainings to the staff of The Boys & Girls Club
- Partner with National Alliance on Mental Illness (NAMI) to provide support for the *Family-to-Family (FTF)* program
- Implement strategies to reduce tobacco and vaping in Hillsborough County
- Work with Northside Behavioral Health Center to expand programing and increase access to mental health services and resources



# ACCESS TO HEALTH 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 for all Americans.<sup>1</sup>

Access to health services means the timely use of personal health services to achieve the best health outcomes. It requires gaining entry into 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 with whom the patient can communicate and trust. Access to health care impacts one's overall physical, social and mental health status and quality of life.<sup>1</sup>

In Hillsborough County, both primary and secondary data indicate access as a high health priority for the community. The county has numerous provider shortage areas for primary care and dental providers; for mental health providers, East Hillsborough and Northwest Hillsborough are shortage areas. This means there are too few providers compared to the number of residents.<sup>2</sup>

## Access to Health Services Goal

Increase access to timely, affordable and appropriate health care services for all Hillsborough County residents, with a focus on those disproportionately impacted.

### Objective

By December 31, 2022, there will be an increase in percentage of residents who have access to health care services and resources as measured by an increase in the number of individual encounters through patient navigator enrollment and/or other resource linkages.



## ACCESS TO CARE IN HILLSBOROUGH COUNTY



# 31.5%

Low-income residents experience difficulties getting needed health care, compared to 19.3% of all residents<sup>4</sup>

### Barriers for those who can't get medical care:

# 63.2%

Cost



# 8.5%

Getting an appointment<sup>4</sup>



# 35%

Low-income residents don't have insurance, compared to 14.6% of all residents<sup>4</sup>

# 7.9%

Parents report they had trouble getting medical care for their child<sup>4</sup>



# 60%

Survey respondents went to the ER for a reason other than an emergency or life-threatening situation<sup>4</sup>



<sup>1</sup>Healthy People 2020, 2019

<sup>2</sup>HRSA, 2019

<sup>3</sup>RWJF County Health Rankings, 2019

<sup>4</sup>2019 CHNA Community Survey



# ACCESS TO HEALTH SERVICES

---

## 2022 Impact Objectives

- Expand access to affordable medications through support of the *Medication Assistance Program*
- Expand access to health care, health insurance options and community resources through support of navigator services
- Integrate Aunt Bertha technology into Cerner to improve connections to community resources
- Explore community partnerships to provide access to health care to medically indigent, uninsured and underfunded Hillsborough County residents
- Expand Faith Community Nursing and Congregational Health Promoter partnerships to provide resiliency and *Mental Health First Aid Trainer* trainings
- Increase community outreach, preventive and sick care services through St. Joseph's Children's Hospital's Mobile Medical Clinic
- Work with community-based organizations to provide prenatal education and navigation services
- Assist chronic condition patients with transportation to/from preventive care appointments by utilizing ride share services



# EXERCISE, NUTRITION AND WEIGHT

---

Exercise 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 are a contributing factor in the prevention of many other health problems.<sup>1</sup>

Obesity effects one in five children and one in three adults and costs the U.S. \$147 billion annually.<sup>2</sup> 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. Among adults, 64 percent of Hillsborough residents are overweight or obese.<sup>3</sup>



## Exercise, Nutrition and Weight Goals

**Pursue policy, systems and environmental change to maintain or increase Hillsborough County residents with a healthy weight, with a focus on those disproportionately impacted.**

### Objective 1

By December 31, 2022, there will be an increase in the number of individuals served by emergency food and/or medically tailored meal programs.

### Objective 2

By December 31, 2022, there will be an increase in the number of individuals screened and educated around chronic disease.

## EXERCISE, NUTRITION AND WEIGHT IN HILLSBOROUGH COUNTY

# 17.1%



Children live in households at or below the poverty level<sup>3</sup>

# 80.1%



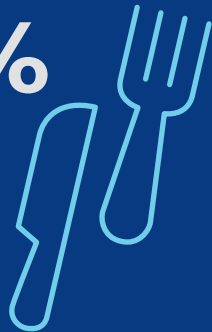
Middle school students in Hillsborough don't get sufficient vigorous physical activity<sup>3</sup>



# 22.5%

Residents disagree with the statement "I can access healthy food easily"<sup>4</sup>

# 32.7%



Residents report being food insecure (*ran out of food or worried they'd run out of food in the last 12 months*)<sup>4</sup>

# 43.2%



Those who have diabetes who are food insecure<sup>4</sup>

<sup>1</sup>Healthy People 2020, 2018

<sup>2</sup>CDC, 2018

<sup>3</sup>Florida Charts, 2018

<sup>4</sup>2019 CHNA Community Survey

# EXERCISE, NUTRITION AND WEIGHT

---

## 2022 Impact Objectives

- Implement, as standard of care at inpatient touch points, the two-question USDA Food Insecurity screener
- Explore partnerships to increase chronic illness self-management by improving food security among Hillsborough County residents
- Expand the Children's Wellness and Safety Team's existing children's obesity prevention programs, nutritional workshops and large-scale community events
- The Community Health Team will deepen multidisciplinary partnerships across the service area to include prevention-based screenings 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
- Connect high-risk community members to fresh produce, education and cooking opportunities

## HOSPITAL INFORMATION

---

### **St. Joseph's Hospital**

*Tampa, Florida*

St. Joseph's Hospital is a 465-bed acute-care hospital that has been a part of the community since 1934. The hospital's dedicated Centers of Excellence are known for outstanding care, advanced medical technology, and treating some of the most complex medical and surgical conditions. In addition, St. Joseph's Hospital's highly skilled and experienced physicians and team members provide more than 70 specialties including cardiology, internal medicine and neurology. The hospital has a geographic footprint in more than 25 populated zip code areas in Hillsborough County.

### **St. Joseph's Children's Hospital**

*Tampa, Florida*

St. Joseph's Children's Hospital is a 207-bed hospital for children with highly skilled and experienced pediatric physician specialists representing 25 medical and surgical disciplines. The hospital is well known throughout the southeast United States as a leader in pediatric heart services and cancer care, and for its 24-hour Steinbrenner Emergency Trauma Center. The geographic community definition for St. Joseph's Children's Hospital includes 55 populated zip code areas in its primary and secondary service areas of Hillsborough and Pasco counties.

### **St. Joseph's Women's Hospital**

*Tampa, Florida*

St. Joseph's Women's Hospital is a 108-bed hospital for women that has offered personalized and specialized services for more than three decades in Tampa Bay. The hospital features comfortable labor and delivery suites, childbirth education programs and a level IV neonatal intensive care unit, in addition to a full array of gynecology, oncology and surgical services, customized to meet individual health needs. The geographic footprint of St. Joseph's Women's Hospital includes 29 populated zip code areas in Hillsborough and Pasco counties.

### **St. Joseph's Hospital-North**

*Lutz, Florida*

St. Joseph's Hospital-North is a 216-bed, all-digital, state-of-the-art acute care hospital with a full-service Emergency Department, as well as surgical, obstetrics, catheterization lab and imaging services. This North Tampa facility has been meeting the needs of the rapidly growing sections of northwest Hillsborough County and southern Pasco County since 2010. St. Joseph's Hospital-North has a geographic footprint in 14 populated zip codes.

### **St. Joseph's Hospital-South**


*Riverview, Florida*

St. Joseph's Hospital-South is located in Riverview, Florida, just south of Tampa. This innovative facility, which opened in 2015, is a full-service hospital that provides outpatient services, intensive care, a 14-bed maternity unit, imaging, lab services, surgical services and more. The geographical footprint for St. Joseph's Hospital-South includes 14 populated zip code areas in Hillsborough County.

### **South Florida Baptist Hospital**

*Plant City, Florida*

South Florida Baptist Hospital is a full-service 147-bed community hospital, located in Plant City, Florida. The hospital offers quality and compassionate care in a small, warm and friendly environment. South Florida Baptist Hospital provides many services, including but not limited to emergency care, cardiology and diagnostic imaging services, as well as a comprehensive breast center. The geographic footprint of South Florida Baptist Hospital includes 24 populated zip code areas in Hillsborough and Polk counties.



The 2020–2022 health improvement 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.

