



# COMMUNITY HEALTH IMPLEMENTATION STRATEGY

## 2013 – 2016

The 55-bed Jay Hospital, located in Jay, Santa Rosa County, Florida, is an affiliate of Baptist Health Care Corporation, a not-for-profit health system based in Pensacola, in adjoining Escambia County, Florida. In December of 2012, Baptist Health Care Corporation, working with the not-for-profit Partnership for a Healthy Community and Sacred Heart Health System, completed and publically released the results of a comprehensive health needs assessment for Escambia and Santa Rosa Counties in Northwest Florida. These two counties comprised one of Florida's 17 metropolitan statistical areas. These organizations also conducted health needs assessments for the two counties in 1995, 2000, and 2005.

Based on 230+ health indicators, results for Escambia and Santa Rosa Counties do not compare favorably with those for three "peer" counties (most similar demographically and socioeconomically) *and* for the State of Florida as a whole, and the magnitude of difference is cause for concern. Florida ranked in the bottom third of U.S. state in key indexes of health and well-being published in 2012. Based on rankings published in April 2013 by the Robert Wood Johnson Foundation, Escambia County ranks 55<sup>th</sup> in overall health among Florida's 67 counties, and the Escambia/Santa Rosa ranks last among the state's MSAs.

Consistent with its mission and long history of involvement in activities that have substantially benefitted the people and communities the organization serves, Baptist Health Care is committed to taking a leadership role in efforts to improve health and quality of life for residents of both counties. BHC was a major sponsor of a Community Health Summit, held in May 2013, held to engage government officials, business, education, church and community leaders in collaborative efforts to improve health for area residents. A key presentation at the Summit established the high cost of poor health to the community, in terms of worker productivity, absenteeism, high medical plan costs for employers, high health insurance rates actuarially based on poor health status, and overutilization of area emergency departments. The presenter demonstrated that improving health for residents could be linked to improvements in the area's economy, and quality of life.

Completion of the needs assessment was followed by the identification of three priority areas of focus for community health improvement initiatives. This document summarizes plans for Jay Hospital, as an affiliate of Baptist Health Care, to provide leadership in and devote resources to key initiatives designed to address these priorities and achieve measurable improvements in the health and well-being of residents of Escambia and Santa Rosa Counties, over three years from 2013 to 2016.

### **HOW PRIORITIES WERE ESTABLISHED**

Data were obtained from Florida HealthTrac, a data warehouse and analytic platform containing public health surveillance, health care utilization, behavioral risk factor and demographic and socioeconomic data for counties in the State of Florida. 234 health indicators for Escambia County and 233 for Santa Rosa County were evaluated. For each indicator, results were compared to three peer counties in the State of Florida, e.g., three counties for Escambia County and three counties for Santa Rosa County that have similar demographic and socioeconomic profiles, and were *also* compared to results for the State of Florida overall. In addition, multi-year trends were examined.



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To identify overarching health issues, health status indicators that compared unfavorably to Peers and the State were combined for the two counties. There were a total of 42 indicators that were identified as most unfavorable. Priorities were then identified by applying five criteria, four of which were weighted and objective, and one that was subjective.

### OBJECTIVE CRITERIA

- Magnitude of difference between the two counties and Peers
- Magnitude of difference between the two counties and the State of Florida
- Overall number of people affected
- Five-year trend

### SUBJECTIVE CRITERION

- Potential community support and availability of resources to permit effective intervention.

In order to synthesize the results from application of the objective criteria, those indicators with results most unfavorable by comparison were the indicators were viewed in terms of established social determinants of health – identifying influencers, precursor behaviors, and other societal factors which could have affected results. Subsequently, input was solicited at a community forum, from the Partnership for a Healthy Community, area health providers and other subject-matter experts, and at the May 2013 Community Health Summit, regarding health improvement initiatives that had previously succeeded in achieving positive results, through collaborative efforts.

### HEALTH IMPROVEMENT PRIORITIES

Using the criteria and process described above, three community priority health issues were identified for the combined two county area:

- **Tobacco Use:** Reduce the use of all tobacco products
- **Healthy Weight:** Improve nutrition and increase physical activity
- **Health Management:** Improve access to the right health services, at the right time, in the right place, and personal health management

The first two priorities target significant causes of many identified community health problems – tobacco use and healthy weight (nutrition and physical activity). Of note, nutrition was specifically selected based on previous community commitments and current success in improving access to healthy foods for children.



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The Health Management priority was identified as essential infrastructure for ensuring residents are aware of their community resources, have access to the right care and have the skills/competency to manage their personal health. This priority was also supported by past community pilot initiatives in improving access to primary care, navigation to community resources, and self-care management for those with chronic disease.

### **IMPLEMENTATION PLAN**

To address these health improvement priorities, Baptist Health Care affiliates and their community partners have adopted a public health model, focusing on seeking collaborative changes in public and organizational policies, organizational and inter-organizational systems, and the physical environment, as opposed to efforts to change the behaviors of individuals. Baptist Health Care's community health improvement goals are integrated with its System Blueprint, or strategic plan.

Baptist Health Care affiliate hospitals, the Partnership for a Healthy Community, and their community partners will establish, fund and commit staff resources to facilitate and coordinate the Live Well Northwest Florida Health Improvement Initiative, beginning in 2013, which will include the formation of Live Well Work Groups for each of the three priorities identified for Escambia and Santa Rosa Counties. These work groups will be comprised of and lead by organizations from many sectors in the community, including businesses, health providers, churches, governmental entities, and education, and work collaboratively to identify and implement evidence-based, fundable and sustainable intervention for each priority. The Live Well Work Group will identify indicators to provide for measurement and tracking of results for each intervention formally adopted, and the adopted interventions will be listed, measurements report and progress tracked on a website for Live Well Northwest Florida, sponsored by the Partnership for a Healthy Community, with links to the website for Baptist Health Care affiliates, and with provision made for public input and comments.

Baptist Health Care affiliate hospitals and their partners will organize works groups around each of the three health improvement priorities for the two-county area and will provide broad community leadership and commit resources to accomplish the following goals and achieve collective impact:



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Health Priority	Focus	Goal/Anticipated Impact	Actions	Resources
All	<ul style="list-style-type: none"> <li>Tobacco Use</li> <li>Healthy Weight</li> <li>Health Management</li> </ul>	Provide leadership and resources sufficient to coordinate and facilitate collaborative community-wide health improvement initiatives.	<ul style="list-style-type: none"> <li>Jay Hospital will partner with the Northwest Florida Rural Health Network, Baptist Health Care Community Education Department, and local primary care providers, to provide community health education programs to address health priorities, including tobacco use, healthy weight and health management.</li> </ul>	Jay Hospital and the Northwest Florida Rural Health Network will collaboratively provide funding and resources to develop and offer the targeted health education programs.
Tobacco Use	Organizational Focus Policy Initiatives	Reduce tobacco use in Escambia and Santa Rosa Counties.	<ul style="list-style-type: none"> <li>Jay Hospital should adopt a tobacco-free hire policy to reduce tobacco use by team members.</li> <li>Jay Hospital should provide cessation resources and support for team members and dependents through health plan benefit design at the lowest possible cost.</li> <li>Reinforce Jay Hospital's tobacco free campus policy for patients and visitors through signage, communications, and information regarding interventions.</li> <li>Provide community health education and school programs focusing on tobacco-use prevention and cessation.</li> </ul>	Jay Hospital is prepared to implement a smoke free hire policy effective January 1, 2014. The Hospital already provides access to smoking cessation at limited or no cost to team members, and has adopted plans to reinforce its tobacco free campus policy. The Hospital will implement smoke free hire in conjunction with Sacred Heart Health System and actively work with other employers in the market area to adopt smoke free hire. Jay Hospital provide funding and resources to develop and provide the targeted health education programs
Healthy Weight	Community Focus System Initiatives: <ul style="list-style-type: none"> <li>Nutrition</li> <li>Physical Activity</li> </ul>	Adopt and maintain programs and initiatives designed to promote improved nutrition and physical activities for the majority of the approximately 6,500 team members of Baptist Health Care affiliates.	<ul style="list-style-type: none"> <li>Provide Jay Hospital team members access to related health improvement programs and health coaching available through Baptist Health Care's <i>Healthy Lives</i> Internal wellness benefit program.</li> </ul>	Jay Hospital will provide health coaching and goal-setting for health improvement for all employees enrolled in its Healthy Lives program. The Hospital will also provide these same services to other area employers who either have, or who decide to, enter into an agreement for access to the Healthy Lives program.



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Health Priority	Focus	Goal/Anticipated Impact	Actions	Resources
Healthy Weight		Improve health knowledge base and awareness regarding the risks and challenges brought about by obesity.	<ul style="list-style-type: none"> <li>Provide health education classes and seminars in the Jay community focusing on obesity prevention, with emphasis on improved nutrition and increased physical activity.</li> </ul>	Jay Hospital is prepared to provide resources to develop and offer the referenced targeted health education programs
Health Management	Health Provider Focus System Initiatives	Improve awareness of available community health and social services resources and improve provider referral patterns.	<ul style="list-style-type: none"> <li>Support development of automated referral capability between Northwest Florida 211 Program and community health and social service resources in Escambia and Santa Rosa Counties.</li> <li>Collaborate with the Northwest Florida Rural Health Network to facilitate distribution of health and social services resource guide to area providers and agencies</li> </ul>	Baptist Health Care affiliate Jay Hospital will cooperate as requested in the development of an automated referral system. The Hospital will work collaboratively with the Northwest Florida Rural Health Network to develop and distribute the referenced resource guide.
Health Management	Health Provider Focus System Initiatives	Improve access to preventive and primary care for underserved residents of Escambia and Santa Rosa Counties.	<ul style="list-style-type: none"> <li>Collaborate with the Northwest Florida Rural Health Network to develop local transportation resources to facilitate improved access to medical providers.</li> </ul>	Jay Hospital will work with the Northwest Florida Rural Health Network and other service area providers to develop transportation solutions for patients in need.
Health Management	Health Provider Focus System Initiatives	Reduce inappropriate use of health care resources and associated system costs, and improve patient knowledge and competency in self-care management.	<ul style="list-style-type: none"> <li>Collaborate with the Northwest Florida Rural Health Network to support prescription assistance program and promote wellness.</li> </ul>	Jay Hospital will work collaboratively with the Northwest Florida Rural Health Network and other service area providers, and provide resources for a prescription assistance programs for residents of rural northern areas of Escambia and Santa Rosa Counties.