



COMMUNITY HEALTH IMPLEMENTATION STRATEGY

2013 – 2016

The 77-bed Gulf Hospital, located in Gulf Breeze, 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 55th 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 Gulf Breeze 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"> • Tobacco Use • Healthy Weight • Health Management 	Provide leadership and resources sufficient to coordinate and facilitate collaborative community-wide health improvement initiatives.	<ul style="list-style-type: none"> • Provide focus and direction for work groups formed to identify and implement community health improvement initiatives for the three health improvement priorities. • In conjunction with the Partnership for a Healthy Community, communicate, promote, and support community health improvement initiatives adopted by the work groups for the health improvement priorities. • Create and distribute targeted tobacco and healthy weight focused education and tools to be shared through high school health academy and annual sports physicals program. 	Baptist Health Care will commit staff hours including those of VP Strategic Research and Community Health and part-time Planning Strategy Manager, and has budgeted funds to support the Partnership for a Healthy Community. Baptist Health Care and Gulf Breeze Hospital will work collaboratively with the Partnership, Sacred Heart Health System, and any and all other organizations in Escambia and Santa Rosa Counties in Northwest Florida willing to support and participate in the referenced health improvement initiatives, and post and track these initiatives, and results on its website and that for the Partnership, and provide opportunity for public comments. In addition, Gulf Breeze Hospital will commit resources to the development of and appropriate distribution of the referenced educational programs and materials.
Tobacco Use	Organizational Focus Policy Initiatives	Reduce tobacco use in Escambia and Santa Rosa Counties.	<ul style="list-style-type: none"> • Gulf Breeze Hospital should adopt a tobacco free hire policy to reduce tobacco use by team members. • Gulf Breeze Hospital should provide cessation resources and support for team members and dependents through health plan benefit design at the lowest possible cost. • Reinforce Gulf Breeze Hospital’s tobacco free campus policy for patients and visitors through signage, communications, and information regarding available interventions. 	Gulf Breeze 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.



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Health Priority	Focus	Goal/Anticipated Impact	Actions	Resources
Healthy Weight	Community Focus System Initiatives: <ul style="list-style-type: none"> Nutrition Physical Activity 	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"> Provide Gulf Breeze 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. 	Gulf Breeze 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.
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"> Support development of automated referral capability between Northwest Florida 211 Program and community health and social service resources in Escambia and Santa Rosa Counties. 	Gulf Breeze Hospital will commit staff to planning efforts and work collaboratively with other health providers in the two-county area to develop and implement an automated referral system.
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"> Continue community benefit funding and seek approaches to expanding service capacity for Escambia Community Clinics (Federally-Qualified Health Center) and subsidiary Santa Rosa Community Health Clinics, in conjunction with Sacred Heart Health System and the Escambia and Santa Rosa Boards of County Commissioners. 	Baptist Health Care and Gulf Breeze Hospital will work collaboratively with Sacred Heart Hospital and Escambia Community Clinic and Escambia and Santa Rosa County governments to identify and secure funding to expand primary care capacity for Escambia and Santa Rosa Community Clinics.
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"> Strengthen, in collaboration with Escambia and Santa Rosa Community Clinics and Sacred Heart Health System, capability for providing targeted chronic disease care management programs for high cost, low income and/or uninsured populations. 	Baptist Health Care and Gulf Breeze Hospital will work collaboratively with Escambia and Santa Rosa Community Clinics and Sacred Heart Hospital and establish and fund one or more targeted chronic disease care management programs for high cost, low income and/or uninsured populations, and to document and track outcomes for enrolled patients.