

# Bethesda Hospital East and Bethesda Hospital West Community Health Implementation Strategy 2020-2022 Spring 2019



# Table of Contents

- Executive Summary..... 3
- Our Hospital and Our Commitment..... 4
- Community Health Needs Assessment and Implementation Plan Process ..... 5
  - What Is a Community Health Needs Assessment? ..... 5
  - Strategic Health Priorities..... 5
  - What Is an Implementation Plan? ..... 5
- 2020-2022 Implementation Plan ..... 5
  - 1. Access to Care
  - 2. Availability of Primary Care and Prevention
  - 3. Behavioral Health
  - 4. Socioeconomic Challenges
  - 5. Healthy Lifestyles and Wellness

**Executive Summary:**

As a faith-based, not-for-profit institution, Baptist Health South Florida is focused on providing high-quality, compassionate care to all our patients, including the poor and uninsured.

**Executive Summary FY 2018:**

**Bethesda East at a Glance:**

Licensed beds .....	401
Inpatient admissions.....	16,271
Patient days.....	83,218
Surgeries* .....	8,615
Number of employees.....	2,147
Emergency Center visits .....	62,365
Outpatient visits .....	112,515
Payer mix**: 44% Medicare, 32% Medicaid	

**Bethesda West at a Glance:**

Licensed beds .....	80
Inpatient admissions.....	4,870
Patient days.....	20,689
Surgeries* .....	3,218
Number of employees.....	354
Emergency Center visits .....	23,067
Outpatient visits .....	24,544
Payer mix**: 67% Medicare, 5% Medicaid	

\*Includes inpatient and outpatient surgeries.

\*\*Medicare/Medicaid percentages are based on gross revenue and do not include Medicare Managed or Medicaid Managed payers.

# Our Hospital and Our Commitment

Baptist Health South Florida's mission is to improve the health and well-being of individuals and to promote the sanctity and preservation of life in the communities we serve. Baptist Health's vision is to provide preeminent healthcare in the communities we serve. The organization offers a broad range of clinical services that are evidence-based and compassionately provided to ensure patient safety, superior clinical outcomes and high levels of satisfaction with a patient- and family-centered focus.

Baptist Health is a faith-based force for health, well-being and medical excellence. Our not-for-profit mission is broad, reaching deep into the communities we serve. We strive to implement the latest technology to provide high-quality, compassionate medical care to those in need, regardless of ability to pay. We are committed to a corporate culture rooted in integrity and high ethical standards, reflecting our spiritual foundation. We serve as a lifeline for uninsured people by providing millions of dollars in free medical care every year. We offer spiritual support to patients and their families, as well as our own employees. We provide free health screenings and educational programs related to disease prevention and healthy lifestyle adoption. We partner with and support dozens of community organizations, faith-based groups and health clinics to make South Florida a healthier place for everyone. Baptist Health provided \$339 million in charity care and uncompensated services at cost in fiscal year 2018.



# Community Health Needs Assessment and Implementation Plan Process

## What Is a Community Health Needs Assessment?

A community health needs assessment (CHNA) is a tool utilized by nonprofit hospitals throughout the country to engage patients, community leaders and internal and external stakeholders to identify the immediate and long-term health needs of their communities. The CHNA process, which occurs every three years, involves a systematic engagement of patients and community members to prioritize the community's health needs and develop an implementation plan to address them. By conducting a CHNA, we are able to gain a comprehensive understanding of the health issues communities are facing and allocate resources to address them.

Bethesda Hospital East and West's executive leadership participated in a focus group to provide perspective on the overall health concerns of the community to important context for the quantitative data presented. The community stakeholders were surveyed electronically using a data-capturing tool to understand their perspective of the community's greatest health needs.

The quantitative and qualitative data collected were used to shape the following five distinct health priorities facing the Bethesda Hospital East and West service area:

1. Behavioral Health
2. Access to Care
3. Socioeconomic Challenges
4. Elder Care and Geriatrics
5. Chronic Disease Management

## What Is an Implementation Plan?

An implementation plan (IP) is a written strategy that addresses significant community health needs identified through a CHNA. The IP, which is developed and adopted by each hospital, must address each of the needs identified in the CHNA by either describing how the hospital plans to meet the need or identifying it as a non-addressed need by the hospital with justification. Additionally, the IP provides impact forecasting and an evaluation plan for the impact as it relates to the implemented action plans. Each need addressed must be tailored to that hospital's programs, resources, priorities, plans and/or collaboration with governmental, nonprofit, or other healthcare organizations.

The board of each hospital must approve the implementation strategy within the same fiscal year as the completion of the CHNA.

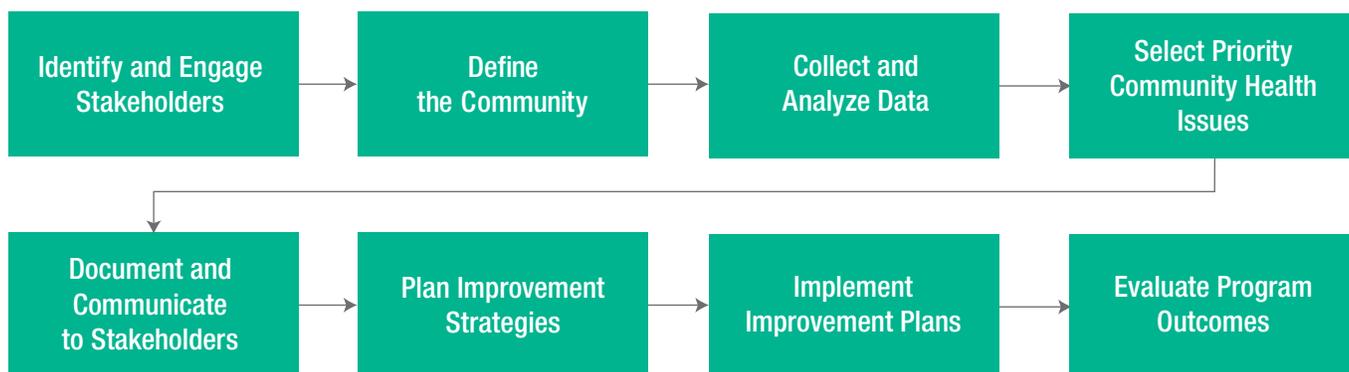


Figure 1. CHNA and IP 8-step pathway for engaging patients and the community throughout the CHNA process.

# Behavioral Health

## Behavioral Health Screening

Bethesda Hospital East and West has implemented the Patient Health Questionnaire-2 (PHQ2) in our emergency departments for all patients as a “first step” approach in screening for depression. Scores range from 0-6 if a patient responds “yes” to one or both questions on the PHQ2. The PHQ9 should be administered and scored to inform treatment planning. Following the PHQ9, patients are referred to additional behavioral health services, as needed.

Baptist Health’s Community Health department organizes free health fairs for the communities of Miami-Dade, Broward and Monroe counties. These health fairs offer a variety of resources available to the public and occur either on hospital grounds or in partnership with community organizations. In addition to the biometric screenings conducted at Community Health events, the PHQ2 has been implemented as a first-line screening tool for depression. Individuals who receive a positive score receive a follow-up phone call and are provided with additional community resources.

## Mobile Initiatives

Care & Counseling on Demand offers confidential and compassionate support when needed from experts at Baptist Health’s Care & Counseling service. This mobile platform gives patients the opportunity to speak to a licensed mental health professional through a secure live video chat on their smartphone, computer or tablet when they need help coping with any of the following:

- Alcoholism
- Anxiety
- Depression
- Grief
- Post-Traumatic Stress Disorder (PTSD)
- Postpartum Depression
- Substance Abuse

## Behavioral Health Education

Baptist Health is committed to improving the health and wellness of the community. The Community Health department offers free behavioral health education focusing on topics such as stress management, mindfulness, meditation and various mental health issues. These health programs and workshops are offered in person at our many outpatient and hospital facilities, in partnership with a community organization, or in partnership with the South Florida PBS program “All Health All the Time.”

Mental Health First Aid is offered once a quarter , in either Monroe, Miami-Dade, Broward, or Palm Beach County by a certified Mental Health First Aid instructor. The training is designed to teach parents, family members, caregivers, teachers, hospital staff and other community members how to help an individual who is experiencing a mental health or addiction challenge or is in crisis.

# Access to Care

## Community Clinics for the Uninsured

Baptist Health helps support the operation of community clinics that provide a “medical home” for uninsured and underinsured members of the South Florida community. In 2018, Baptist Health contributed more than \$2.2 million to five community clinics: the Good Health Clinic, Good News Care Center, Open Door Health Center, South Miami Children’s Clinic, and a dental mobile unit, Project Smile – Caring for Miami. Baptist Health also provides ancillary support to these clinics, as well as to St. John Bosco Clinic and Good Samaritan Miami by way of donated medical supplies, pharmaceuticals, diagnostic testing and surgery to serve our community clinic patients.

In 2018, Good News Care Center and Open Door Health Center, located in the South Miami-Dade area, had over 7,000 patient visits each; and South Miami Children’s Clinic, a pediatric clinic located in the city of South Miami, had nearly 1,500 pediatric visits. Project Smile – Caring for Miami, which provides access to dental services to uninsured, low-income families in Miami-Dade County, is on-site at South Miami Children’s Clinic, Good News Care Center and Homestead Hospital on a weekly basis. The mobile unit also serves the Florida Keys community once a month at the Good Health Clinic in Tavernier.

In 2020, Baptist Health will partner with Caridad Health Center to contribute to the support they provide to the Palm Beach community.

## Supporting Providers in Caring for the Uninsured

Baptist Health supports the care of uninsured or underinsured patients through its long-standing charity care policy, which provides free hospital care to individuals and families with incomes up to 300 percent of the federal poverty level. Additionally, Baptist Health provides direct payments to community physicians to treat charity care patients in the hospital. In 2018, nearly 24,000 patients were granted charity care totaling \$103 million. In addition, Baptist Health provides direct subsidies to our affiliated physicians to encourage them to care for uninsured patients in the hospital and in their offices on a timely basis.

## Mobile Initiatives

Through Care On Demand, Baptist Health’s premier virtual health platform, patients are able to get immediate access to a physician 24 hours a day from their phone, tablet or computer. This service is now available for multiple specialties to treat patients’ needs by providing increased access to urgent care for minor injuries and illnesses. Patients are able to manage their health from anywhere, at any time, and even have prescriptions sent directly to their pharmacy of choice.



# Socioeconomic Challenges

## Housing Insecurities

Miami-Dade County suffers from a severe shortage of affordable housing. The availability of affordable rental housing is slim and families are being priced out of the housing market. Baptist Health partners with Habitat for Humanity – which provides low-income families with affordable home ownership opportunities – to help transform lives and communities. Baptist Health has sponsored 75 homes in partnership with Habitat for Humanity, including five in 2018 in Liberty City and Goulds. In fiscal year 2020, Baptist Health will expand the Habitat for Humanity partnership to extend into Palm Beach County.



# Elder Care and Geriatrics

## **Collaboration with Community Organizations to Promote Senior Wellness**

Bethesda Hospital East and West partners with Serving Health Insurance Needs of Elders (SHINE) to identify high-need areas to increase volunteers in order to increase healthcare coverage among the senior population. SHINE is funded by the Centers for Medicare & Medicaid Services and is administered by the Florida Department of Elder Affairs. SHINE volunteers provide free and unbiased information to Medicare beneficiaries, disabled adults, their caregivers and community groups.

## **Support Groups**

Support groups bring together people who are going through or have gone through similar experiences, and provide an opportunity for them to share personal experiences and feelings, coping strategies or firsthand information about diseases or treatments. For many people, a health-related support group may fill a gap between medical treatment and the need for emotional support. Support groups are offered on various topics and medical conditions, such as stroke and Alzheimer's caregivers. Bethesda Hospital East and West aim to increase awareness and group attendance rates, as well as the number of senior support groups available to the community.



# Chronic Disease Management

## Community Health Education

Baptist Health is committed to improving the health and wellness of our community. Baptist's Community Health department offers free health education programs, health screenings, exercise classes and access to several support groups throughout Miami-Dade, Broward, Monroe and Palm Beach counties.

Community Health leverages various clinical experts within the Baptist Health system to provide their expertise and health education in the community. The department also offers health screening, which includes body mass index, cholesterol, blood pressure, glucose, waist circumference, bone density and PHQ2 initial depression screening. More than 110 community exercise classes are offered at over 25 locations on a weekly basis, including Tai Chi, senior aerobics and Zumba®.

## Diabetes

A course led by a nurse and registered dietitian certified in diabetes education covers the different types of diabetes, current treatment options, blood glucose monitoring, medication and benefits of exercise. The course is offered on a quarterly basis to newly diagnosed individuals, caregivers and community members who have pre-diabetes. Additionally, in partnership with Florida International University, Baptist Health offers a free online version of the course, which is designed to educate participants at their own pace.

## Smoking Cessation

In collaboration with the Area Health Education Centers (AHEC) network, the Florida Department of Health's Tobacco Free Florida program helps reduce the use of tobacco by delivering effective, evidence-based tobacco cessation services for tobacco users and training programs for healthcare professionals. Bethesda Hospitals partner with Everglades AHEC to offer "Quit Smoking Now," a six-week smoking cessation class held on the Bethesda Hospital West campus.

