

Community Health Implementation Strategy 2020-2022  
**Homestead Hospital**  
Spring 2019



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**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:  
Homestead Hospital at a Glance:**

Licensed beds .....	142
Inpatient admissions .....	9,170
Patient days .....	32,029
Surgeries* .....	3,524
Number of employees.....	1,182
Emergency Center visits .....	92,985
Outpatient visits .....	115,290
Payer mix**: 33% Medicare	
34% 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 the 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.

Homestead Hospital's staff, executive leadership and community stakeholders participated in focus groups to provide perspective on the overall health concerns of the community to important context for the quantitative data presented. The quantitative and qualitative data collected were used to shape the following five distinct health priorities facing the Homestead Hospital service area:

1. Access to Care
2. Availability of Primary Care and Prevention
3. Behavioral Health
4. Socioeconomic Challenges
5. Healthy Lifestyles and Wellness

## 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.

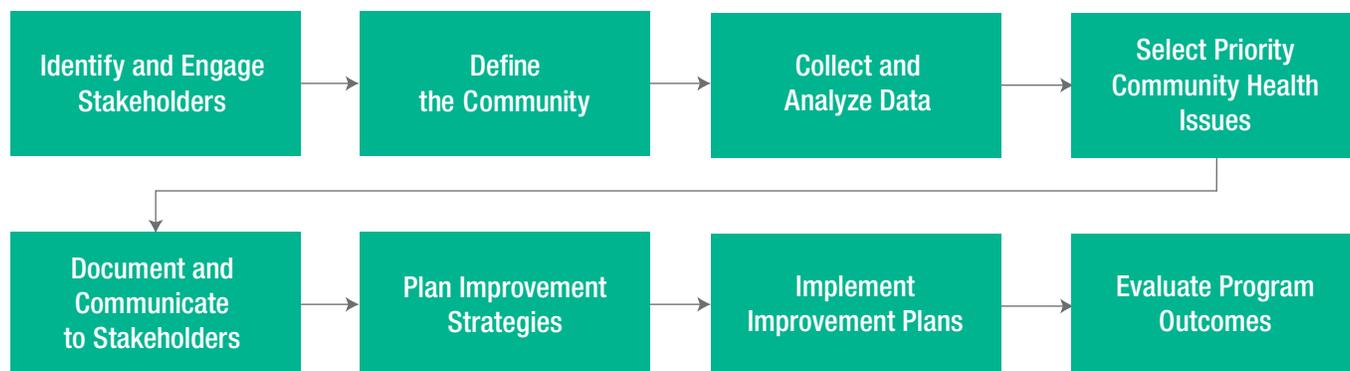


Figure 1. CHNA and IP 8-step pathway for engaging patients and the community throughout the CHNA process.

# Access to Care

## Community Clinics for the Underinsured and Uninsured

Baptist Health helps to 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 more than 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 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.

## 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, some 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.

## Baptist Health Follow-up Care Clinic

Individuals living with chronic diseases or conditions need regular, coordinated healthcare even more than the average person does. Yet, low-income or indigent people who live with chronic illness often struggle to maintain their health without a support system. They frequently go without vital medications or periodic doctor visits, relying instead on a hospital emergency room for their healthcare needs. With funding from a Health Foundation of South Florida grant, the Baptist Health Follow-Up Care Clinic opened in Homestead in 2012 to provide a temporary “medical home” for patients and assist them in arranging ongoing care. However, due to a number of factors, patients were not following up with community providers once they were transitioned from the clinic. As a result, the clinic has begun serving as a medical home to needy patients with and without chronic conditions by providing a continuum of services, including:

- Primary and preventive care.
- Chronic condition management.
- Health education for a range of conditions as well as to improve wellness.
- Medication management, with an emphasis on sourcing affordable prescriptions.
- Connections to social service agencies.
- Referrals to dental and vision clinics.
- Referrals to mental health services.
- Referrals to free or low-cost medical clinics for care beyond the clinic’s scope.

# Availability of Primary Care and Prevention

## **Support of Primary Care Providers through Continuing Medical Education (CME) Activities**

Baptist Health provides continuing medical education in support of its primary care providers and allied health professionals through its accredited medical education program. In 2018, Baptist Health offered 421 educational courses and awarded a total of 89,912 CME/CE credit hours. The Online Learning Program is free of charge and available to all through the online portal [BaptistHealth.net/CME](http://BaptistHealth.net/CME). Currently, Baptist Health offers over 150 free online CME courses, including cardiology, diabetes, family medicine, emergency medicine, critical care, nephrology, re-licensure and re-credentialing courses, pediatrics, OB/GYN, and many others. In addition, CME activities are offered through webcast and are free and available to all community healthcare professionals.

## **Community Screenings and Health Fairs**

Baptist Health's Community Health department organizes free health fairs for the communities of Miami-Dade, Broward, Monroe and Palm Beach 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. The biometric health screenings offered include cholesterol, blood glucose, blood pressure, body composition, waist circumference, bone density and mental health screenings. Health fair participants are coached through their results and given educational information and resources to help with accessing appropriate levels of care.

Baptist Health is dedicated to delivering the highest-quality imaging. Patients can schedule preventive screenings, with a physician's prescriptions, for a discounted rate and, in some cases, for no charge, depending on the diagnostic test. Body fat composition analysis and the osteoporosis heel scan are offered free throughout the year. Patients can also measure their risk of heart disease with a \$99 cardiac calcium scoring test. In May and October, uninsured patients are given discounted pricing for diagnostic mammography services.



# Behavioral Health

## Behavioral Health Screening

Baptist Health has implemented the Patient Health Questionnaire-2 (PHQ2) in our primary care practices 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.

The Columbia Suicide Severity Rating Scale (C-SSRS) is a measure used to identify and assess individuals at risk for suicide. The C-SSRS is made up of 10 categories. Providers should use the scale as a measure of suicidal ideation, intent or plan, and past suicidal behavior. Baptist Health has implemented the C-SSRS at all its hospital emergency departments in Miami-Dade and Monroe counties. This scale is used to guide appropriate therapeutic intervention and to facilitate safety monitoring and planning.

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.

Postpartum depression, a severe condition associated with a number of risk factors, affects women differently and at different points during the postpartum period. For this reason, Homestead Hospital has made it a policy that 100 percent of new mothers in the labor and delivery department receive a depression screening upon admission. Any patient with a history of depression or other mental health concern will be referred to Case Management and also to the Florida Department of Health’s “Healthy Start” program. Patients who score high on the Edinburgh Postnatal Depression Scale are referred to the “Moving Beyond Depression” program, in which participants receive a home visit from a licensed social worker, who addresses any of their emotional issues, questions or concerns or those of their support system.

## 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.”

Youth 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 and other community members how to help an adolescent who is experiencing a mental health or addiction challenge or is in crisis.

### **Community Resources**

Homestead Hospital's Management team refers patients to behavioral health community resources. Banyan Health Systems and the Agape Network are two not-for-profit healthcare organization that Baptist Health partners with in order to provide a wide array of behavioral health support, including addiction and anxiety/depression treatment, as well as psychiatric evaluations.



# Socioeconomic Challenges

## Community Garden

Homestead Hospital pioneered the Grow2Heal Garden in 2014 to help educate the community about nutrition and disease prevention. Situated on three acres of the hospital campus, the garden is organic and sustainable, yielding approximately 6,000 pounds of produce each year that is served to patients and guests and is used in cooking demonstrations and educational events throughout the community. More than 800 students visit the garden every month through the hospital's Grow Your Lunch field trip program, in which they plant seeds, harvest fruits and vegetables and prepare their own fresh lunch. Through this farm-to-table experience, they are able to learn where food comes from and how small changes in what they eat can reap large benefits for their health. Garden staff also educate families about the economics of eating fresh rather than processed foods. A second Grow2Heal Garden is now located at West Kendall Baptist Hospital.

## 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 of Greater Miami – 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.



# Healthy Lifestyles and Wellness

## 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 screenings, which include 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 different locations on a weekly basis, including Tai Chi, senior aerobics and Zumba®.

Support groups bring together people who are going through or have gone through similar experiences. A support group provides an opportunity for people 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.

Baptist Health hosts more than 50 free support groups for the community at over 10 locations in Miami-Dade, Broward and Monroe counties.

## Healthy Homestead

Powered by Homestead Hospital, Healthy Homestead is a movement to help the community get and stay healthy, and to achieve our vision of being a place where people prioritize health and well-being. Working with our partners in South Dade, we are helping our residents learn how to achieve and maintain good health, making wellness activities and nutritious foods more readily available and ensuring that everyone across the lifespan has the opportunity to make healthy choices. Groups of key stakeholders have created action plans in four key areas: health education, nutrition, physical activity and promoting locally grown fresh fruits and vegetables. Patient and community involvement is central to planning and implementing these programs.

