South Miami Hospital conducted a community health needs assessment in 2013 to better understand the healthcare needs of the community it serves in southern Miami-Dade County. The assessment identified five priority areas:

- Access to Care
- Availability of Primary Care and Prevention
- Chronic Disease Management
- Heart and Vascular Disease
- Healthy Lifestyles: Exercise and Nutrition

This written implementation plan addresses each of these five priority areas. Specific implementation strategies are organized around each priority area.
Access to Care

Community Clinics for the Uninsured

South Miami Hospital, through its parent entity, Baptist Health South Florida, directly funds the operations of local clinics that provide healthcare to uninsured and underinsured members of the South Florida community. Baptist Health funds four clinics: the Good Health Clinic, Good News Care Center, Open Door Health Center and South Miami Children's Clinic. In some instances, Baptist Health’s contribution amounts to more than half of the operational budget for the clinics. In 2013, Baptist Health’s combined contribution exceeded $2 million, enabling these clinics to handle more than 15,000 patient visits.

Recognizing the great need for healthcare access, particularly within the deep south portion of Miami-Dade County, and recognizing that many individuals, such as undocumented residents, will continue to remain ineligible for federal healthcare subsidies, Baptist Health plans to commit additional resources to existing providers to improve access to care for the uninsured.

These community clinics have needs beyond just funding their continuing operations: They need partners to donate medical supplies and pharmaceuticals and to provide follow-up services, such as advanced diagnostic testing and surgery, to treat the patients’ conditions and prevent them from worsening. In FY 2013, clinic patients sought and received follow-up care and diagnostics at South Miami Hospital over 1,400 times. The cost of this free care amounted to over $1.1 million.

Support Providers in Caring for the Uninsured

South Miami Hospital directly supports the care of the uninsured in two ways: free hospital care to individuals qualifying under the Baptist Health charity care policy, and direct payments to community physicians to treat these patients at the hospital.

Baptist Health’s charity care program has been an integral part of fulfilling our mission to care for those less fortunate throughout our history. As Florida’s insurance crisis has worsened, Baptist Health has increased its effort to provide free care to those who need it and raised public awareness of this assistance through community outreach and information given to patients. The program provides free care to individuals and families with incomes up to 300 percent of the federal poverty level. In 2013, more than 3,300 South Miami Hospital patients received charity care at a cost of more than $16 million.

In addition, South Miami Hospital encourages its affiliated physicians to care for uninsured patients in the hospital and in their offices on a timely basis by providing direct subsidies to them. In 2013, South Miami payments to affiliated physicians for uncompensated care and emergency department coverage totaled more than $500,000.
**FIU Neighborhood Help**

Florida International University’s Herbert Wertheim College of Medicine has developed a program to address the social determinants of health. This program pairs interdisciplinary teams of health students — medical, nursing and social work — with families in a low-income area. The teams regularly visit these families, make comprehensive assessments, provide basic care and devise treatment plans. Part of this care is also provided through a mobile health clinic. This support is coordinated with the families’ regular medical care providers. Currently, FIU offers this program to families in northwest Miami-Dade. South Miami Hospital is partnering with FIU to conduct a baseline health needs survey in a four-census-block area immediately north of the hospital. The hospital seeks to achieve 50 percent participation in the survey. As a result of the study, South Miami Hospital plans to provide funding to the Herbert Wertheim College of Medicine to adopt a select number of families. The goals of the program will be to reduce costly emergency department visits, avoid preventable admissions and increase health literacy.

**Miami-Dade Health Action Network — Healthcare Access Initiative**

Baptist Health supported the Health Council of South Florida’s MD-HAN Health Access Initiative (HAI) through a grant that helped establish the program. The HAI promotes access and affordable care to the uninsured and underserved in Miami-Dade County. The anticipated results of the initiative will be improved access to primary care, promotion of care coordination, reductions in uncompensated care and preventable hospitalizations, and improved overall health of the community.

**Healthcare Coverage Education and Assistance**

Baptist Health believes that all members of the community should have a medical home with a secure relationship with a trusted primary care physician. The lack of health insurance coverage is a longstanding barrier to this objective. Baptist Health plans to educate patients about the importance of primary and preventive care, and thus the importance of health insurance coverage to accessing this care. Essential elements of this education are available coverage options, including government programs and commercial health insurance through traditional means and the health insurance marketplace. Baptist Health plans to expand its existing Medicaid enrollment assistance resources to include healthcare marketplace application assistance.

Baptist Health understands that education and application assistance alone are not enough to ensure access to timely care. Insurance premiums not covered by government subsidies, high deductibles, co-payments and coinsurance are often financial barriers to timely care. To prevent minor health issues from escalating into acute episodes that require expensive emergency and/or inpatient care, the organization is committed to identifying innovative ways to remove these barriers for patients to access timely primary care.
Increase Primary Care Providers

The United States has a recognized shortage of primary care physicians, and Miami-Dade County has fewer primary care physicians per 1,000 residents than the national average. Making these key healthcare providers available to deliver routine care and manage chronic disease conditions before they flare up into acute episodes is critical to a well-functioning healthcare system. Recognizing this, Baptist Health plans to invest heavily in increasing the supply of primary care providers within our community. Eight primary care clinics, each following the best-practice “patient-centered medical home” model, are in the planning stages, including two in deep south Dade, the area in the study exhibiting the greatest need. Several of these will be located near South Miami Hospital. Success in this endeavor will be judged by reduced emergency department use and a reduction in preventable admissions.

Support of Primary Care Providers Through Continuing Medical Education Activities

Baptist Health South Florida provides continuous medical education in support of its primary care providers and allied health professionals through its accredited medical education department. In the past year, more than 1,300 CME credit hours were available to physicians by attendance at the more than 700 courses offered. This benefits the community greatly by keeping our community physicians up to date with the latest techniques in primary care and prevention on an ongoing basis.

Baptist Health Quality Network

The Baptist Health Quality Network is a clinically integrated network of physicians — both independent and employed — working in collaboration toward improving the quality and efficiency of patient care. The network’s initiatives are developed and managed by the physicians. This is, in part, a response to the changing healthcare dynamics that are holding providers more accountable for quality outcomes. A large focus of the Baptist Health Quality Network is to recruit more primary care physicians into the network, strengthening their ties with our hospitals and expanding access to primary care for our community.

Primary Care and Prevention Activities

Baptist Health’s Community Health department organizes and staffs free health fairs — including screenings for cholesterol, blood pressure, glucose, body composition and osteoporosis — at the hospital and at public events. Participants are counseled regarding their results and given information and instructions on how to manage any chronic disease that may be identified by the screenings. During the past year, Community Health conducted 53 health screening events for South Miami Hospital.
Chronic Disease Management

Support Groups
An important psychosocial component of managing chronic disease is to provide support groups at which people with similar diseases can get together and share the challenges they face. These groups can be a source of hope and strength to the participants, as well as an opportunity to educate them on community resources that may benefit them. Baptist Health and South Miami Hospital encourage and promote support groups through advertising and the use of our facilities to host the groups. Fourteen support groups meet regularly on the South Miami Hospital campus to address various chronic diseases, such as diabetes, heart disease and cancer. The groups are coordinated at the corporate level by the Community Health department.

Community Health and Wellness Education
The Community Health department provides health and wellness educational programs throughout the year featuring physician speakers and other clinicians. During the past year, the department held 49 health and wellness educational events on behalf of South Miami Hospital.

Community Screenings and Health Fairs
South Miami Hospital will continue sponsoring its Community Health Fair and Screening event to identify early markers of chronic disease. Screenings include cholesterol, blood pressure, glucose, body composition and osteoporosis. The hospital aims to increase community screening participation by 10 percent over the next few years.

Patient Navigators
South Miami Hospital plans to continue its clinical nurse navigator program, a free program at the Center for Women & Infants that provides personalized healthcare guidance to the community. The service includes locating the right physician for the patient’s needs; arranging and tracking doctor and diagnostic appointments; answering basic questions; directing patients to treatment services, local resources and support groups; and acting as a medical mentor, coach, advocate and companion throughout a patient’s healthcare journey. This service is particularly beneficial to a patient with a chronic disease, who has frequent and recurring encounters with the healthcare system.

Community-based Care Transitions Program
South Miami Hospital partners with Alliance for Aging to provide care transition services (one-on-one coaching in the hospital, home or skilled nursing facility) to eligible high-risk, chronic disease Medicare beneficiaries discharged from the hospitals. Interventions include follow-up phone calls for up to 45 days post-discharge, meal support (up to 10 meals) for patients with short-term nutritional needs and post-discharge medication transition intervention. The objective of this program is to reduce 30-day readmissions. South Miami Hospital plans to increase patient enrollment in this program.
Community Offerings — Heart and Vascular Disease

South Miami Hospital will offer at least two large-scale educational events annually on topics pertaining to comprehensive cardiovascular disease and prevention.

Automatic External Defibrillator Donation and Training Program/Cardiopulmonary Resuscitation Training

More than 250,000 people die from sudden cardiac arrest in the United States every year, making it a leading cause of death in the nation. It occurs when failure of the heart's electrical system causes the heart to stop beating. Automatic external defibrillators (AEDs) are devices that can be used to shock the heart back into rhythm and potentially save lives. South Miami Hospital’s Heart Center has established a program in which it donates AEDs to local schools and public venues, and also educates the community on how to use the devices. The Center has donated more than 600 AEDs to date and plans to continue the program.

In addition, nurses from South Miami Hospital teach lifesaving cardiopulmonary resuscitation (CPR) skills to South Florida youth through training events in Miami-Dade County public schools. The importance of increasing the number of trained community members is reinforced by the statistic that effective bystander CPR, when provided immediately after sudden cardiac arrest, can double or triple a victim’s chance of survival. South Miami Hospital plans to continue contributing to increasing CPR training for the youth of South Florida.

Heart and Vascular Health Events

Heart disease is the leading cause of death in the United States. Miami-Dade County performs worse on several leading indicators of heart disease compared to other Florida counties and the nation as a whole. South Miami Hospital partners with the American Heart Association, the leading voluntary organization working toward preventing, treating and defeating heart disease, through its annual Heart Walk. This event celebrates healthy lifestyle changes and encourages people to pledge to live a healthier life while raising the dollars needed to fund research, education and advocacy.
Community Offerings: Exercise, Nutrition and Weight Management

Baptist Health recognizes that living a healthy lifestyle is an important part of preventing illness and disease. High on the list of healthy living practices are good nutrition and regular exercise.

Through programs such as “Understanding Nutrition Facts Labels” and “Healthy Eating 101,” the Community Health department sends a dietitian into the community to instruct people on the principles of good nutrition, distribute fresh fruits and vegetables and provide healthy recipes through the “5-a-Day — The Baptist Health Way” program.

Not only does Baptist Health place gyms at each hospital and encourage regular use by employees, it also employs certified fitness instructors to hold monthly free exercise classes in the community. Through the Community Health department, it offers monthly Zumba, aerobics, Tai Chi, Pilates and walking groups. During the past year, more than 60 free exercise classes were held every month at South Miami Hospital or the surrounding community.