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Dear Patients, Friends and the Entire Community:

West Kendall Baptist Hospital is pleased to be part of an important movement to pinpoint and address the greatest healthcare needs facing communities across the nation.

With more than 40 percent of Miami-Dade County residents lacking health insurance (not to mention the many more who are underinsured), it is clear that access to care is the biggest overall challenge we face. In 2012, Baptist Health provided $279 million in community benefits, including charity care for some 20,000 low-income, uninsured patients. But there is more that needs to be done. Access to care also includes the ability to see a primary care physician, which is one of the reasons West Kendall Baptist Hospital is providing a Family Medicine Residency Program with an academic affiliation with Florida International University’s Herbert Wertheim College of Medicine. And in 2012, we opened the Baptist Health Medical Group Family Medicine Center, adjacent to West Kendall Baptist Hospital.

To dig deeper, we performed a “community health needs assessment.” We met with some of you, our patients, and also with a group of local health leaders to seek input from our community. We also reviewed demographical details about our patient service area, including socioeconomic status and public health data, and compared it to other communities around Florida and the nation.

Based on all the information we gathered and analyzed, we pinpointed the top health priorities for our community. And we already are working on the next step: to refine and enhance our services and partnerships to specifically address those priority needs.

We invite all of you, as stakeholders of our not-for-profit organization, to use this report to understand our community’s needs and to join our efforts to address these critical issues. We hope this report will be a valuable tool for decision makers and community leaders by providing the information needed to improve program planning, set policy, and educate and advocate toward a healthier Miami-Dade County.

Sincerely,

Brian E. Keeley
President and
Chief Executive Officer
Baptist Health South Florida

Javier Hernandez-Lichtl
Chief Executive Officer and
Chief Academic Officer
West Kendall Baptist Hospital
West Kendall Baptist Hospital At-a-Glance (2012 data):

- Licensed beds ........................................................................................................... 133
- Inpatient admissions ................................................................................................. 5,486
- Total surgeries ........................................................................................................... 2,373
- Births .......................................................................................................................... 570
- Number of employees ............................................................................................... 1,099
- Emergency Department visits .................................................................................. 43,771
- Hospital outpatient visits ......................................................................................... 7,166
- Inpatient payer mix: ....55 percent Medicare, 14 percent Medicaid
Executive Summary

West Kendall Baptist Hospital is part of Baptist Health South Florida, one of the region’s most preferred healthcare organizations. We opened our doors in 2011 as the first non-replacement hospital in Miami-Dade County in over 35 years. West Kendall Baptist Hospital is an academic facility affiliated with Florida International University’s Herbert Wertheim College of Medicine. Baptist Health Medical Group opened a Family Medicine Center in 2012, adjacent to the hospital. As a faith-based, not-for-profit institution, our mission focuses on providing high-quality, compassionate care to all our patients, including the poor and uninsured. Understanding the role of wellness and prevention in maximizing the opportunities to improve the health and quality of life of our community, we also offer a multitude of free and low-cost educational programs, exercise classes and health screenings at various locations.

We are always looking for new ways to improve our services and expand our ability to meet the healthcare needs of our community. We conducted a “community health needs assessment” to focus on the particular characteristics of our patients and community and to precisely pinpoint their specific needs. This assessment serves as a comprehensive tool to increase our knowledge about the people we serve and enhance our ability to provide top-level healthcare to our entire community in the most effective manner.

We worked with the Health Council of South Florida to take an in-depth look at the diverse population West Kendall Baptist Hospital serves, based on such information as inpatient admissions, U.S. Census data and other local, state and national statistics.

To gather first-hand input about our community’s needs, the Health Council conducted focus groups with residents/consumers, healthcare experts and advocates, and our own leaders. We asked participants about their experiences with West Kendall Baptist Hospital and their most pressing healthcare issues. We mined objective data about our patient population, including rates and types of disease, demographics and other information from the U.S. Census. We questioned local public health experts about their constituents and asked how we can best use our resources to make our community a healthier and better place.

Finally, we analyzed all the data we compiled to identify the top healthcare needs and issues in our community.

They are:
- Access to care.
- Availability of primary and preventive care.
- Chronic disease management.
- Heart and vascular disease.
- Healthy lifestyles: exercise and nutrition

The following report will summarize the details of our community health needs assessment. It includes a description of the community we serve, the methods we used to make our determinations, a look at the input we received from community experts and residents/consumers and, finally, the resulting list of our community’s most significant priority healthcare needs. The report also includes a list of our existing programs and services that help us address our community’s priority healthcare needs. (See Appendix: West Kendall Baptist Hospital Programs and Services.) We will use these programs as a foundation on which to expand and pinpoint our services based on the priorities targeted in this report.

This important exercise has helped us better understand our stakeholders — the people who depend on us when they are ill or injured, as well as their families, and the entire community, whose health we strive to improve through educational and preventive measures, innovative partnerships, high-quality care and by being a good corporate citizen. We are committed to using this enlightening report as a roadmap to plan the best strategies to specifically and effectively address the most pressing healthcare needs of our entire community, with a special focus on our most vulnerable residents.
Our Patients

Who They Are

Greater Miami is one of the most international communities in the nation. According to the U.S. Census, half of the residents in West Kendall Baptist Hospital’s patient service area are foreign-born, with 75 percent of Latin or Hispanic descent, and 71 percent reporting a language other than English spoken at home. The average household includes three people and the average household income is $70,213, surpassing the average Miami-Dade County household income of $61,035. (See Appendix: Resident Median Household Income.) Twenty-five percent are under 18 years old. Sixty-two percent are ages 21-64 and 13 percent are age 65 or older.
Where They Live

West Kendall Baptist Hospital serves Greater Miami, including the neighborhoods of Cutler Ridge, Perrine and West Kendall. This geographical area is home to more than 300,000 residents. West Kendall Baptist Hospital is located at 9555 SW 162 Ave., Miami, FL 33196. Our patient service area, as determined by the addresses of our inpatients, covers the following seven Zip codes; the top five Zip codes by patient address are in bold.

1. West Kendall 33175
2. Cutler Ridge/Perrine 33177
3. West Kendall 33186
4. West Kendall 33183
5. West Kendall 33185
West Kendall 33193
West Kendall 33196

West Kendall Baptist Hospital Patient Service Area Zip Codes
Where They Go for Healthcare

West Kendall Baptist Hospital’s patient service area contains one other hospital — Kendall Regional Medical Center. There are no Federally Qualified Health Centers (FQHCs) in the service area; however, the Miami-Dade County Health Department operates the West Dade Neighborhood Center, a clinic for low-income, uninsured people. The 212 licensed assisted living facilities in the area have a total of 1,387 beds, and the 11 licensed adult day care facilities can serve a total of 573 people. (See Appendix: West Kendall Baptist Hospital Patient Service Area Health Assets Map.)

Preventable Hospitalizations

One way to gauge the healthcare needs of a community is to look at how often and for what reasons patients are admitted to the hospital for conditions that could have been prevented or controlled with outpatient medical care. Avoidable hospital admissions shine a light on gaps in service, lack of access and insurance, and poverty. In 2011, for example, 3,602 adults living in West Kendall Baptist Hospital’s service area were admitted to Miami-Dade hospitals for preventable conditions, according to the Florida Agency for Healthcare Administration. The total charges incurred by these patients for treatment was $186 million (an average of $51,528 per admission). The principal payer of these charges was Medicare (56 percent), followed by Medicaid (21 percent), private health insurance (17 percent), charity (3 percent), self-pay/underinsured1 (2 percent), and “other” (1 percent).

Congestive heart failure, bacterial pneumonia and urinary tract infections accounted for 59 percent of the preventable hospitalizations. (See Appendix: Preventable Hospitalizations.)

In 2011, 303 preventable hospitalizations were recorded among children living in West Kendall Baptist Hospital’s service area. Forty-two percent were attributed to gastroenteritis, followed by asthma (29 percent), urinary tract infection (14 percent), perforated appendix (10 percent) and diabetes (5 percent).

Zip codes that are high in preventable hospitalizations and emergency room admissions tend also to have lower household incomes. The neighborhood maps show disparities in health across Miami-Dade County and reveal the underserved areas whose needs require our attention. The similarity between the red zone areas on the maps of ER visits for chronic disease and the household income map demonstrates that people with lower socioeconomic status often turn to the ER for primary healthcare.

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1Self-pay/underinsured is defined as the lack of third party coverage or less than 30 percent estimated insurance coverage.
Methodology

West Kendall Baptist Hospital worked with the Health Council of South Florida to create a complete picture of the community’s health and healthcare needs. The Health Council staff, which has extensive experience in assessing healthcare needs, worked with hospital representatives to create this report, which is based on the latest government and public statistics, results of focus groups and hospital data.

We will use this report to guide our efforts to improve community health and quality of life. This in-depth look at the community helps us pinpoint and address our patients’ health needs, especially those of the poor and underserved. We examined health data available at miamidadematters.org, the website for Miami Matters: Measuring What Matters in Miami-Dade County. This Health Council initiative offers comprehensive, interactive resources on health and other quality-of-life indicators. (See Appendix for a review of local health data compared to the 10-year health objectives of the U.S. Department of Health and Human Services’ Healthy People 2020 report.)

We also sought input from people who represent the broad interests of the community, including public health, education, child welfare and aging experts. We took the following steps to determine and prioritize West Kendall Baptist Hospital’s community health needs:

- Held four focus groups made up of Baptist Health leaders, West Kendall Baptist Hospital leaders, residents/consumers and a broad cross section of health experts and advocates. They were briefed on and questioned about leading health issues and invited to rate health priorities.
- Created a community health profile by reviewing data such as birth indicators, causes of death, access to care, chronic disease, communicable disease, health behaviors and social issues.
- Evaluated “prevention quality indicators” available by Zip code. The data looks at patient discharge information in cases in which hospitalizations, complications and more-severe disease can be prevented with quality outpatient care and early intervention.
- Summarized the programs and services that West Kendall Baptist Hospital offers and mapped healthcare facilities and assets in our patient service area.
Focus Groups
Listening to Our Patients, Our Community and the Experts

In the fall of 2012, the Health Council of South Florida assisted us in conducting four focus groups to gauge genuine perceptions about West Kendall Baptist Hospital’s role in the community and to collect unvarnished information about healthcare needs and issues from diverse residents/consumers and experts/advocates who are familiar with and could represent all segments of the community. Baptist Health leaders and West Kendall Baptist Hospital executives made up the two internal focus groups. The two external focus groups featured community health leaders and local healthcare consumers/residents. Health experts and leaders who participated included:

- Regional vice president of Allegany Franciscan Ministries, which helps those in need.
- Director of the Alliance for Aging’s Healthy Aging Department, which expands services for seniors.
- Director of community health for Catalyst Miami, which assists lower-wage individuals and families.
- Executive director of Community Smiles, which offers dental care access to Miami’s underserved and uninsured.
- CEO of Family Resource Center, which provides child welfare and community mental health services.
- Chief of Florida International University’s Department of Family Medicine, which examines disparities in clinical, social and behavioral health.
- The Children’s Trust’s chief health and child development officer, who is an expert on the social determinants of community health.
- CEO of Health Foundation of South Florida, a grant-making leader for healthier communities.
- Community health director for the Miami-Dade Health Department.
- Director of health services for Miami-Dade Public Schools.
- Director of Miami-Dade’s Office of Countywide Healthcare Planning.
- Vice president of development and communications for the Miami Foundation, which leads efforts to increase civic engagement.
- CEO of Switchboard of Miami, a 24-hour hotline that fields crisis-counseling calls.
- United Way of Miami-Dade’s group vice president of investments, who oversees community plan dollars for health.
- YMCA’s executive director of community initiatives, who directs childcare programs, and sports and adult fitness programs in Miami-Dade and Monroe counties.

The Greater Miami residents who participated in the healthcare consumers focus group were former patients of West Kendall Baptist Hospital willing to discuss their experiences and share their views about what they see as their neighborhoods’ more pressing healthcare needs.

All the focus groups were facilitated by the president/CEO of Building Community Through Leadership and Organization Development, an agency that specializes in coalition building and service partnerships. The facilitator has decades of experience working to improve the health and quality of life of underserved people, and those with high needs, through efforts to reduce the barriers to better care.
Focus group topics included:
- Access to appropriate care.
- Availability of primary and preventive care.
- Chronic disease management.
- Elder care.
- Healthy lifestyles: exercise and nutrition.
- Maternal and child health.
- Mental health and substance abuse.
- Socioeconomic issues.

Leadership Focus Groups
Health Council staff opened the Baptist Health, West Kendall Baptist Hospital and community leader focus groups with a presentation on key health indicators for Miami-Dade County, comparing them to statewide indicators and breaking down the information to the Zip code level, where available. So that focus group participants could quickly identify the high-need areas, the Health Council staff presented maps showing where low-income people live in relation to West Kendall Baptist Hospital, which Zip codes generate the most emergency center visits and other revealing health and socioeconomic data.

Hospital and community health leaders were asked to rank the top five community health priorities from a list of needs developed by a Baptist Health steering committee. Using an analytical ranking tool (See Appendix: Multi-attribute Utility Analysis Ranking Tool), those individual rankings were weighted and combined to create the following group priorities:

<table>
<thead>
<tr>
<th>Top Priorities</th>
<th>Baptist Health South Florida Leaders</th>
<th>West Kendall Baptist Hospital Leaders</th>
<th>Community Health Leader Focus Group</th>
<th>Final Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Availability of Primary and Preventive Care</td>
<td>Availability of Primary and Preventive Care</td>
<td>Access to Appropriate Care</td>
<td>Access to Care (for the uninsured)</td>
</tr>
<tr>
<td>2</td>
<td>Access to Care (for the uninsured)</td>
<td>Chronic Disease Management</td>
<td>Access to Care (for the uninsured)</td>
<td>Availability of Primary and Preventive Care</td>
</tr>
<tr>
<td>3</td>
<td>Chronic Disease Management</td>
<td>Heart and Vascular Disease</td>
<td>Availability of Primary and Preventive Care</td>
<td>Chronic Disease Management</td>
</tr>
<tr>
<td>4</td>
<td>Healthy Lifestyles: Exercise and Nutrition</td>
<td>Access to Care (for the uninsured)</td>
<td>Chronic Disease Management</td>
<td>Heart and Vascular Disease</td>
</tr>
<tr>
<td>5</td>
<td>Cancer Prevention and Treatment</td>
<td>Access to Care (for the uninsured)</td>
<td>Healthy Lifestyles: Exercise and Nutrition</td>
<td>Healthy Lifestyles: Exercise and Nutrition</td>
</tr>
</tbody>
</table>
Community Needs

The hospital and community leadership focus groups cited the I-95 corridor as having the greatest needs in Miami Dade-County. This part of Miami-Dade is outside the West Kendall Baptist Hospital service area. Second to the “overwhelming” needs of Overtown, Little Haiti, Liberty City and other I-95 corridor neighborhoods are the “enormous” needs of residents in the southern part of the county.

Participants felt that the majority of the chronic conditions faced by the poor and underserved residents of these South Dade communities could be prevented with adequate access to proper care, good nutrition and healthier lifestyles. They also noted a lack of resources available to properly monitor and prevent these patients’ chronic illnesses.

Recognized barriers to good healthcare include lack of insurance and underinsured, mistrust of the medical system and the legal status of immigrants. South Florida has particularly high rates of undocumented immigrants and the healthcare system struggles to provide care for these populations. In spite of the Affordable Care Act, significant numbers of Miami-Dade residents will continue to lack access to care, while funding for the already overtaxed public hospital is imperiled.

Other factors that hinder access to care include a lack of primary care providers and certain specialty care doctors, such as geriatricians. Of those available, many do not accept Medicaid. Lack of nighttime and weekend office hours among primary care providers and lack of transportation are two other obstacles for residents working in nontraditional labor or service economy positions. Focus group participants also noted that cultural and linguistic barriers sometimes widen the access gap between Medicaid recipients and the few providers who accept Medicaid. Many such patients often travel out of their neighborhood for care, bypassing local providers who may not offer care in a culturally sensitive or patient-friendly manner. Miami-Dade’s limited public transportation system further impedes their access to care.
The leadership focus groups agreed that a more holistic model of providing healthcare would better meet the health needs of residents. Under the current acute-care model, many people seek out care only during a health crisis and often in an emergency room. Ideally, a holistic model would create a network of primary care providers to oversee and coordinate care with specialists and community organizations that support the health of residents. Integrated health education and dental and mental health services would be part of the holistic model. While participants said that Baptist Health’s large size can hinder connections with smaller, community-based organizations, its high level of respect in the community can help reduce these barriers.

Focus group experts suggested that better care coordination would enhance hospital discharge planning (including medications), particularly for elderly patients, mentally ill patients and children in need of free care. For residents covered by Medicare, care coordination also is important to avoid payment penalties for readmitted patients. Strengthening the role of social workers, who are pivotal in the continuity of care, would allow for safer hospital discharges and ensure follow-up visits by a caregiver.

The leadership focus groups also agreed that, in light of the area’s many uninsured and underinsured residents, West Kendall Baptist Hospital should continue its financial assistance programs for hospital bill payment. Participants commended Baptist Health for supporting local health clinics, which provide care to poor and underserved populations, and encouraged hospital leaders to work with local politicians and influential civic leaders to champion healthcare issues.

Participants noted other healthcare leadership roles suited to West Kendall Baptist Hospital, including participation in the Consortium for a Healthier Miami-Dade and Catalyst Miami’s health promotion work with the University of Miami. Community partners such as West Kendall Baptist Hospital could help leverage and expand resources created by a “Make Healthy Happen” federal grant to the Miami-Dade Health Department, which is currently working with the hospital to certify it as part of the “Baby-Friendly Hospitals” initiative. The Children’s Trust could provide support and educational materials for first-time mothers.

Because many diseases affecting adults begin in childhood, to impact the health of the population, West Kendall Baptist Hospital should continue its work with children through the Miami-Dade County Public Schools. The focus group noted that a step in the right direction was the hospital’s planting of vegetable gardens at seven area public schools and a hand-washing campaign introduced to school children.

Consumer Focus Group

Participants in the consumer focus group were asked to create a list of the most critical needs in the West Kendall Baptist Hospital service area and to discuss how they choose their healthcare providers.

Among their major concerns was access to care for the uninsured, underinsured and the self-employed, as well as the affordability (or lack thereof) of healthcare and health insurance options. Access to care is an issue for both small business owners and their employees. In addition, transportation, parking and language barriers can be obstacles to care. “Having a provider that speaks my language is very important,” one participant said.

Participants expressed frustration that many primary care providers don’t accept new patients or Medicaid. Few residents, they said, have a primary care provider who acts as their medical home. This problem was attributed to a lack of health insurance or lack of access to quality and affordable healthcare. Consumers reported visiting the emergency room for primary care, even as they recognized the need for early intervention to prevent health issues from reaching a crisis. They would rather not visit the emergency room for care, especially given the cost and long wait times, reportedly as high as 24 to 48 hours in some areas of Miami-Dade.
Other issues with seeking care at an emergency room include a concern that patients might not be admitted for needed care because they may not be able to pay the hospital bill or because it may be only partially covered by health insurance. Consumers noted that although substance abuse and mental health are widely recognized community issues, there is little to no support for residents who need these services.

Consumers reported that they largely choose their healthcare providers and hospitals based on their reputation, as well as the consumers’ own experiences. Quality of care is another key factor in their choice. They would bypass the nearest hospital if a trusted provider were available at a different facility. This flexibility is sometimes lost if 911 is called or an ambulance service transports the patient to the closest hospital.

Participants gave a positive nod to Baptist Health’s extensive network of hospitals and urgent care centers. They expressed confidence that their health record would be available at any of the Baptist Health facilities. One participant said Baptist Health’s nonprofit status was important because that meant the focus is on quality of care rather than making a profit. Baptist Health’s charitable care programs, including pastoral care for the elderly, was another attractive feature cited by the consumer focus group.

The speed of healthcare service is important, as well as the level of empathy offered by hospital staff and volunteers. The consumer focus group participants expressed satisfaction with the level of service and comforting care offered across Baptist Health. They also noted an excellent array of choices at Baptist Health cafeterias and gift shops, and commended the use of pet therapy for young and elderly patients. Deficiencies encountered by consumers at other facilities include excessive wait times in emergency and patient rooms, difficulty booking, poor bedside manner or staff communication, and incompetence when inserting intravenous lines or catheters.

To determine where to go for care, consumers reported researching the breadth of services offered at a facility and the training and background of physicians, including their experience performing a certain procedure.
The top community health needs in the West Kendall Baptist Hospital service area, as determined by the four focus groups, are presented here with color-coded gauges to provide a visual representation of how Miami-Dade County is doing in comparison with other counties nationwide or statewide. Green represents the top 50th percentile, yellow represents the 25th to 50th percentile and red represents the worst, or bottom 25th percentile. These comparisons reveal special health concerns in certain neighborhoods, as well as countywide opportunities to focus healthcare improvement efforts.

**Priority Area 1: Access To Care**

The relationship between health outcomes, insurance coverage and obtaining good care is well-established. But many people can’t afford insurance or are not offered it by their employers, which greatly reduces their access to care. Having access to care and consistently using healthcare resources directly benefit individuals’ health.

- **Adults With Health Insurance**
  In 2011, 58 percent of Miami-Dade residents ages 18-64 had some type of health insurance, compared with 81 percent of residents in counties nationwide. Eighty percent of Miami-Dade’s non-Hispanic whites had insurance, compared with 56 percent of non-Hispanic blacks/African Americans and 53 percent of Hispanics.
  
  *Source: U.S. Census Bureau, 2011 American Community Survey*

- **Children With Health Insurance**
  In 2011, 86 percent of Miami-Dade children, from newborns to age 17, had some type of health insurance, compared with 94 percent of children in counties nationwide. Almost half (48 percent) of Miami-Dade children who have insurance are enrolled in some form of Medicaid.
  
  *Source: U.S. Census Bureau, 2011 American Community Survey*

- **Medicare Enrollment**
  In 2007, 91 percent of Miami-Dade residents over age 65 were enrolled in Medicare (although all should be eligible), compared with a statewide average of 84 percent. Miami-Dade seniors make up 13 percent of the county’s population and are a major user of healthcare, accounting for more than one-third of hospital admissions. People 85 and over see physicians at nearly twice the rate as those ages 65-74.
  
  *Source: Centers for Medicare and Medicaid Services, Medicare Beneficiary Database*

- **Medicaid Enrollment**
  In 2011, Miami-Dade’s median monthly Medicaid enrollment was 23,111 per 100,000 residents, up from 18,303 per 100,000 in 2003. The statewide rate was 16,974 per 100,000. Miami-Dade’s total monthly enrollment was 582,669, or 23 percent of the population. In November 2011, 43,884 residents in West Kendall Baptist Hospital’s service area were enrolled in Medicaid, with the highest rate of enrollment in Zip codes 33177, 33193, 33183, 33196 and 33175.
  
  *Source: Florida Department of Health; Office of Data, Evaluation and Data Analysis*
Healthcare Priorities

Priority Area 2: Availability of Primary and Preventive Care

The nationwide shortage of primary care providers is expected to get worse as our population ages and as fewer medical students choose to practice primary care, due to low rates of reimbursement for Medicaid patients. As a result, people covered by Medicaid and the uninsured often must turn to the public safety net and charity care for primary and preventive healthcare, if they receive it at all.

- **Adults With a Primary Care Provider**
  In 2010, 78 percent of Miami-Dade residents had one or more professionals they thought of as their primary healthcare provider, compared with 81 percent of residents statewide. A far greater proportion of adults age 65 or older (97 percent) reported having a usual source of healthcare, compared with 64 percent of adults ages 18 to 44. Just over 90 percent of non-Hispanic white adults had a primary caregiver, compared with 80 percent of blacks/African-Americans and 72 percent of Hispanics.

  *Source: Florida Behavioral Risk Factor Surveillance System*

- **Annual Medical Checkups**
  In 2010, 69 percent of Miami-Dade adults reported having a medical checkup in the past year, compared with 70 percent statewide. More than 92 percent of adults 65 and older had an annual checkup, compared with 49 percent of those ages 18 to 44. A higher proportion of non-Hispanic whites (83 percent) had an annual checkup than blacks/African-Americans (65 percent) and Hispanics (60 percent).

  *Source: Florida Behavioral Risk Factor Surveillance System*

- **Primary Care Physicians**
  In 2013, the ratio of primary care physicians in Miami-Dade was 1,264 patients to one doctor, while the national benchmark is 1,067 to one. This leaves a shortfall of at least 200 primary care physicians in Miami-Dade. This rate is better than the statewide figure of 1,438 to one.

  *Source: County Health Rankings & Roadmaps*
Priority Area 3: Chronic Disease Management

Chronic diseases sometimes can be prevented and often controlled, but rarely cured. Chronic conditions include heart disease and stroke, cancer, diabetes, arthritis, Alzheimer’s, back pain, asthma, obesity, allergy and depression. Worldwide, chronic diseases are the leading cause of death and disability. In 2010, heart disease was the leading cause of death in West Kendall Baptist Hospital’s service area, followed by cancer, diabetes, stroke and chronic obstructive pulmonary disease.

**Diabetes**

In 2010, more than 9 percent of adults in Miami-Dade County reported a diabetes diagnosis, while the statewide county average was 11 percent. The highest rates were reported by black/African-American residents of Miami-Dade (11 percent), followed by Hispanics (10 percent) and non-Hispanic whites (9 percent).

*Source: Florida Behavioral Risk Factor Surveillance System*

This map shows concentrations of hospital visits for diabetes by residential Zip code in the West Kendall Baptist Hospital service area. The countywide rate is 25 per 10,000 residents, but in Zip code 33177 the rate was 37 per 10,000. (See Appendix for a full-size map.)

*Source: Florida Agency for Healthcare Administration*

**Adult Asthma**

In 2010, 6 percent of Miami-Dade adults reported an asthma diagnosis, compared with the statewide county average of 9 percent. The highest Miami-Dade rate was reported by Hispanics (8 percent), compared with blacks/African-Americans (6 percent) and non-Hispanic whites (5 percent).

*Source: Florida Behavioral Risk Factor Surveillance System*

This map shows concentrations of hospital visits for adult asthma by residential Zip code in the West Kendall Baptist Hospital service area. The countywide rate is 16 per 10,000 residents, but Zip code 33177 had a rate as high as 19 per 10,000. (See Appendix for a full-size map.)

*Source: Florida Agency for Healthcare Administration*
COPD Hospitalizations
Between 2009 and 2011, 28 per 10,000 Miami-Dade adults were hospitalized for chronic obstructive pulmonary disease, or COPD. Men were more likely to be hospitalized than women, at 32 per 10,000 and 25 per 10,000 residents, respectively. Black/African-American residents experienced the highest proportion of hospitalizations, at 29 per 10,000, followed by Hispanics at 28 per 10,000, and non-Hispanic whites at 27 per 10,000.

Source: Florida Agency for Healthcare Administration

This map shows concentrations of emergency room visits for COPD by residential Zip code in the West Kendall Baptist Hospital service area. The countywide rate is 6 per 10,000 residents, but in Zip codes 33177 and 33183 the rate was 7 per 10,000. (See Appendix for a full-size map.)

Source: Florida Agency for Healthcare Administration

Teen Asthma
In 2011, 8 percent of Miami-Dade high school students reported an asthma diagnosis at some point in their lives, compared with the statewide county average of 10 percent black/African-American students reported the highest rate (13 percent), followed by Hispanics (7 percent) and non-Hispanic whites (3 percent).

Source: Florida Youth Behavior Surveillance System

This map shows concentrations of hospitalizations for pediatric asthma by residential Zip code in the West Kendall Baptist Hospital service area. The countywide rate is 22 per 10,000 residents. In Zip code 33177, the rate was slightly lower at 21 per 10,000. (See Appendix for a full-size map.)

Source: Florida Agency for Healthcare Administration
Priority Area 4: Heart and Vascular Disease

Heart and vascular disease is the leading cause of death in the United States. High blood cholesterol is one of the major risk factors for heart disease. Hypertensive heart disease refers to coronary artery disease, heart failure and enlargement of the heart due to high blood pressure. Hypertension, or high blood pressure, increases the pressure in blood vessels, causing the heart to work harder against this pressure, making it a risk factor for heart disease and stroke. High blood pressure often is associated with poor diet, physical inactivity, tobacco use, diabetes and obesity.

Heart Disease

In 2011, the age-adjusted death rate due to hypertensive heart disease in Miami-Dade was 12 deaths per 100,000, higher than the statewide rate of 10 per 100,000. Black/African-American residents were disproportionately affected, with more than twice the heart disease death rate (24 per 100,000), compared with non-Hispanic whites (9 per 100,000) and Hispanics (8 per 100,000).

Source: Florida Department of Health, Bureau of Vital Statistics

Heart Failure

Between 2009 and 2011, the age-adjusted hospitalization rate due to congestive heart failure in Miami-Dade was 47 per 10,000, worse than the statewide rate of 37 per 10,000. Black/African-American residents were disproportionately affected, with nearly twice the congestive heart failure rate (80 per 10,000), compared with Hispanics (42 per 10,000) and non-Hispanic whites (35 per 10,000).

This map shows concentrations of hospital visits for congestive heart failure by residential Zip code in the West Kendall Baptist Hospital service area. The countywide rate is 47 per 10,000 residents, but in Zip code 33177 the rate was as high as 55 per 10,000. (See Appendix for a full-size map.)

Source: Florida Agency for Healthcare Administration
Healthcare Priorities

- **Stroke**
  In 2011, the age-adjusted death rate due to stroke in Miami-Dade was 29 deaths per 100,000, a rate that has decreased from 34 in 2006 and is better than the statewide rate of 33 per 100,000. Black/African-American residents were disproportionately affected, with nearly twice the stroke death rate (44 per 100,000), compared with non-Hispanic whites (26 per 100,000) and Hispanics (26 per 100,000).
  
  *Source: Florida Department of Health, Bureau of Vital Statistics*

- **High Blood Pressure**
  In 2010, 34 percent of Miami-Dade adults reported having a high blood pressure diagnosis, a rate lower than the statewide rate of 36 percent. Black/African-American residents were more likely to have high blood pressure (45 percent), compared with non-Hispanic whites (42 percent) and Hispanics (27 percent).
  
  *Source: Florida Behavioral Risk Factor Surveillance System*

- **Cholesterol Testing**
  In 2007, 68 percent of Miami-Dade adults reported having their blood cholesterol checked in the past two years, a rate lower than the statewide rate of 72 percent. Hispanic residents are less likely to have a cholesterol screening (61 percent), compared with blacks/African-Americans (75 percent) and non-Hispanic whites (86 percent).
  
  *Source: Florida Behavioral Risk Factor Surveillance System*
Priority Area 5: Healthy Lifestyles: Exercise and Nutrition

A strong correlation exists between chronic disease and illness and lifestyle. Physical activity and healthful nutrition are key factors in preventing and controlling chronic conditions including cardiovascular disease, diabetes, some cancers and obesity.

- **Eating Fruits and Vegetables**
  In 2007, 23 percent of Miami-Dade adults ate at least five servings daily of fruits and vegetables, a rate that has decreased from 27 percent in 2002, and is lower than the statewide average of 26 percent. Vegetable and fruit consumption is greatest among non-Hispanic whites (35 percent), people ages 45-64 (26 percent) and women (26 percent). Twenty-one percent of black/African-American residents and 18 percent of Hispanic residents reported eating at least five servings a day of fruits and vegetables.
  
  *Source: Florida Behavioral Risk Factor Surveillance System*

- **Overweight and Obesity**
  In 2010, 68 percent of Miami-Dade adults were reportedly overweight or obese, a rate that has increased from 61 percent in 2002, but is similar to the statewide average of 67 percent. Blacks/African-Americans had the highest rate at 81 percent, followed by Hispanics at 71 percent and non-Hispanic whites at 54 percent. More men (76 percent) than women (60 percent) were overweight or obese.
  
  *Source: Florida Behavioral Risk Factor Surveillance System*

  In 2011, 28 percent of Miami-Dade high school-age teenagers were considered overweight or obese, based on body mass index. The statewide average was 25 percent. Teenage boys had a higher rate of overweight and obesity (31 percent) than girls (25 percent).
  
  *Source: Florida Youth Behavior Surveillance System*

- **Sedentary Behavior and Physical Activity**
  In 2007, 35 percent of Miami-Dade adults were considered sedentary (not participating in any physical activity outside their job in the past month), compared with the statewide rate of 26 percent. In Miami-Dade, adults older than 65 had the highest age group prevalence of sedentary behavior. Forty-one percent of Hispanics were sedentary, 36 percent of blacks/African-Americans and 21 percent of non-Hispanic whites. Men (39 percent) were more sedentary than women (32 percent).
  
  *Source: Florida Behavioral Risk Factor Surveillance System*

  In 2011, 37 percent of Miami-Dade high school students engaged in physical activity for at least 60 minutes on five or more days of the week, a rate that has improved from 27 percent in 2005, but is below the statewide rate of 44 percent. While 47 percent of teen boys got regular physical activity, only 27 percent of teen girls reported engaging in regular physical activity. The regular exercise rate among non-Hispanic white teens was 41 percent, followed by Hispanics (37 percent) and blacks/African-Americans (35 percent).
  
  *Source: Florida Youth Behavior Surveillance System*
The following programs and organizations listed below represent examples of existing community resources that address the priority areas identified in the West Kendall Baptist Hospital Community Health Needs Assessment. This is not meant to be an exhaustive listing of resources.

**Access to Care**
- Florida International University Mobile Health Clinic — RV outfitted as a health clinic that takes medical students to underserved areas, where they provide basic medical exams and help patients adopt healthier lifestyles.
- Florida Department of Health Clinics — offers free family planning services in addition to screenings for STDs, HIV and tuberculosis.
- Federally Qualified Health Centers — comprehensive primary care clinics that provide preventive services to a medically underserved area and offer their patients a sliding fee schedule based on family size and income in accordance with federal poverty guidelines.
- The Children’s Trust HealthConnect in our Community program — initiative to assist families with determining eligibility and applying for low-cost health insurance to access health services.
- Camillus Health Concern, Inc. (CHC) — provides a range of primary, preventive and supplemental health services for all patients of all ages. Comprehensive services are provided at CHC’s main site in downtown Miami and primary care services are provided at four service provider sites for homeless individuals throughout the county.

**Availability of Primary Care and Prevention**
- FIU School of Medicine — focus on educating and training primary physicians who will ultimately remain in the community.
- Healthy Start Coalition of Miami-Dade’s MomCare program — works to ensure a medical home for approximately 22,000 pregnant women on expanded Medicaid.

**Chronic Disease Management**
- Florida Department of Health in Miami-Dade County’s Community Health Action Team (CHAT) — provides blood pressure, BMI, body fat, carbon monoxide and diabetes risk screenings.
- Alliance for Aging’s Diabetes Self-Management Program — geared toward helping older adults manage their symptoms and blood sugar better.
- American Cancer Society — community-based voluntary health organization dedicated to eliminating cancer as a major health problem.
- Cancer Support Community Greater Miami — a non-profit organization offering a comprehensive group of educational, psychological and social support programs, completely free of charge, to adults with cancer and their loved ones.
Heart and Vascular Disease

- American Heart Association “Get to Goal” program — educates communities about blood pressure and enrolls participants in a software program called “Heart360” which provides BP tracking and heart-healthy tips.
- American Heart Association’s, “Together to End Stroke” program — prevents and raises awareness of cardiovascular disease and stroke among uninsured populations.
- Florida Heart Research Institute’s Living for Health program — cardiovascular community health program that targets underserved and underinsured adults throughout the county.

Healthy Lifestyles: Exercise and Nutrition

- South Florida Food Policy Council — increases access to healthy, locally grown food for all.
- Communities Putting Prevention to Work — reduces risk factors leading to obesity through improving access to healthy foods, raising awareness of healthy food choices and eating habits, and increasing physical activity.
- YMCA — offers a variety of health and wellness programs to kids, families and the community. The Strong Kids Campaign and other financial assistance programs ensure that all children, families and seniors are able to participate.
Looking Ahead

Now that we have carried out this important research and have pinpointed our community’s most pressing priority healthcare needs, we can begin phase two of West Kendall Baptist Hospital’s community health needs assessment. Phase two will feature an implementation plan that will highlight how we use our resources to take action in each priority area.

Miami-Dade County is highly diverse, in both ethnicity and socioeconomics. Nearly 45 percent of residents are uninsured, and still more are underinsured. Focus group participants echoed the data, repeatedly stating that cost is a major barrier to care.

It will take a continuing communitywide effort to address Miami’s significant health and socioeconomic disparities. One example: Data from the American Community Survey shows that 26 percent of blacks/African-Americans live below the federal poverty level, followed by 17 percent of Hispanics and 10 percent of non-Hispanic whites.

Baptist Health advocates for improved Medicaid reimbursement for the care of low-income individuals. At West Kendall Baptist Hospital, staff members routinely assist families in understanding their insurance policies. As a community, Miami-Dade must strive to promote awareness and access to preventive health services to break down the barriers to care and improve the health of all residents.

West Kendall Baptist Hospital leaders are now working to determine how best to use our resources to address the most pressing healthcare needs of our community. That implementation plan will be similarly shared with the public. By working with our partners across Miami-Dade County, we aim to make our community a healthier place for all.
Appendix
**Healthy People 2020 Benchmark Comparisons**

Where data is available, Miami-Dade County health and quality-of-life indicators are compared with *Healthy People 2020* national objectives. Indicators in **bold** do not meet the established benchmarks. Indicators that are not in **bold** meet or exceed national standards.

<table>
<thead>
<tr>
<th>Miami-Dade County 2010 Indicators</th>
<th>Healthy People 2020 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heart disease deaths</td>
<td>Heart disease deaths</td>
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<tr>
<td>197.2 per 100,000</td>
<td>100.8 per 100,000</td>
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<tr>
<td>Diabetes deaths</td>
<td>Diabetes deaths</td>
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<tr>
<td>19.7 per 100,000</td>
<td>65.8 per 100,000</td>
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<tr>
<td>Stroke deaths</td>
<td>Stroke deaths</td>
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<tr>
<td>28.8 per 100,000</td>
<td>33.8 per 100,000</td>
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<tr>
<td>Early prenatal care</td>
<td>Early prenatal care</td>
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<tr>
<td>87.4% of pregnant women</td>
<td>78% of pregnant women</td>
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<tr>
<td><strong>Low-birth-weight infants</strong></td>
<td><strong>Low-birth-weight infants</strong></td>
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<tr>
<td><strong>8.7% of live births</strong></td>
<td><strong>7.8% of live births</strong></td>
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<tr>
<td>Infant death rate</td>
<td>Infant death rate</td>
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<tr>
<td>4.7 per 1,000 live births</td>
<td>6.0 per 1,000 live births</td>
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<tr>
<td><strong>Child health insurance rate</strong></td>
<td><strong>Child health insurance rate</strong></td>
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<tr>
<td><strong>85.5%</strong></td>
<td><strong>100%</strong></td>
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<tr>
<td><strong>Adult health insurance rate</strong></td>
<td><strong>Adult health insurance rate</strong></td>
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<tr>
<td><strong>58.3%</strong></td>
<td><strong>100%</strong></td>
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<tr>
<td><strong>Adults with an ongoing source of care</strong></td>
<td><strong>Adults with an ongoing source of care</strong></td>
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<tr>
<td><strong>78.4%</strong></td>
<td><strong>89.4%</strong></td>
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<tr>
<td>Adults who are obese</td>
<td>Adults who are obese</td>
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<tr>
<td><strong>29.3%</strong></td>
<td><strong>30.6%</strong></td>
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<tr>
<td>Adults engaging in binge drinking</td>
<td>Adults engaging in binge drinking</td>
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<tr>
<td><strong>10.9%</strong></td>
<td><strong>24.3%</strong></td>
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<tr>
<td><strong>Cigarette smoking by adults</strong></td>
<td><strong>Cigarette smoking by adults</strong></td>
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<tr>
<td><strong>15.4%</strong></td>
<td><strong>12%</strong></td>
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<tr>
<td><strong>Annual senior influenza vaccination</strong></td>
<td><strong>Annual senior influenza vaccination</strong></td>
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<tr>
<td><strong>50.8%</strong></td>
<td><strong>90%</strong></td>
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<tr>
<td><strong>Adults ages 50+ with colorectal cancer screening</strong></td>
<td><strong>Adults ages 50+ with colorectal cancer screening</strong></td>
</tr>
<tr>
<td><strong>10.6%</strong></td>
<td><strong>70.5%</strong></td>
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<tr>
<td><strong>Women who have had a Pap test in the past year</strong></td>
<td><strong>Women who have had a Pap test in the past year</strong></td>
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<tr>
<td><strong>56.9%</strong></td>
<td><strong>93%</strong></td>
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<tr>
<td><strong>Women over 40 who have had a mammogram in the last two years</strong></td>
<td><strong>Women over 40 who have had a mammogram in the last two years</strong></td>
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<tr>
<td><strong>64.2%</strong></td>
<td><strong>81.1%</strong></td>
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</tbody>
</table>
West Kendall Baptist Hospital Patient Service Area Hospitalization Rate Due to Diabetes Per 10,000 Residents

Legend
- Light Blue: 11.6
- Yellow: 12.0
- Medium Yellow: 12.3 - 12.6
- Orange: 13.9 - 14.6
- Red: 26.6

Sources: Florida Agency for Health Care Administration 2009, 2010, 2011 Hospital Inpatient Data Files, Nielsen Claritas Inc. (Population Data), Healthy Communities Institute (Age-Adjustment).
West Kendall Baptist Hospital Patient Service Area Hospitalization Rate Due to Adult Asthma Per 10,000 Residents

Legend
- 7.8 - 8.1
- 8.6
- 9.9
- 10.5 - 10.6
- 19.0

Sources: Florida Agency for Health Care Administration 2009, 2010, 2011 Hospital Inpatient Data Files, Nielsen Claritas Inc. (Population Data), Healthy Communities Institute (Age-Adjustment).
West Kendall Baptist Hospital Patient Service Area Emergency Room Visit Rate Due to COPD Per 10,000 Residents

Legend
- 3.5
- 3.7 - 3.9
- 4.2
- 4.6
- 6.4 - 6.9

West Kendall Baptist Hospital Patient Service Area Hospitalization Rate Due to Pediatric Asthma Per 10,000 Residents
West Kendall Baptist Hospital Patient Service Area Hospitalization Rate Due to Heart Failure Per 10,000 Residents

Legend
- 30.0
- 31.0
- 33.3 - 36.2
- 40.0
- 54.9

Sources: Florida Agency for Health Care Administration 2009, 2010, 2011 Hospital Inpatient Data Files, Nielsen Claritas Inc. (Population Data), Healthy Communities Institute (Age-Adjustment).
West Kendall Baptist Hospital Programs and Services

In an often challenging healthcare environment, West Kendall Baptist Hospital offers hope to our community through its advanced facilities, experienced physicians and dedicated staff. The following is a list of hospital programs and services:

- Cancer Services
- Cardiac Testing
- Cardiovascular Diagnostic Services
- Community Wellness
- Critical Care
- Diabetes Care
- Diagnostic Imaging
- eICU Lifeguard
- Emergency & Urgent Care Services
- Endoscopy
- Family Medicine Center
- Gastroenterology
- Gynecology
- Heart & Vascular Screening
- Hematology
- Infectious Diseases
- Intensive Care Unit
- Internal Medicine
- Laboratory
- Maternity
- Nephrology
- Neurology
- Ophthalmology
- Oral/Maxillofacial Surgery
- Orthopedics
- Otolaryngology (ENT)
- Outpatient Diagnostic Imaging
- Outpatient Services
- Pain Services
- Pastoral Care
- Pediatrics
- Pediatric Emergency Services
- Physical Therapy
- Plastic Surgery
- Podiatry
- Pregnancy & Childbirth
- Pulmonary
- Pulmonary Diagnostic Testing
- Rehabilitation
- Services for Patients and Visitors With Disabilities
- Sports Medicine
- Stroke
- Surgery
- Thoracic Surgery
- Urology
- Vascular Surgery
- Wellness
- Women's Services
- Wound Care
Hospital Locations
- Baptist Cardiac & Vascular Institute
- Baptist Children's Hospital
- Baptist Hospital
- Doctors Hospital
- Homestead Hospital
- Mariners Hospital
- South Miami Hospital
- West Kendall Baptist Hospital

Broward Locations
24. Baptist Medical Plaza at Coral Springs
25. Baptist Endoscopy Center at Coral Springs
26. Baptist Health Urgent Care (Weston) (Coming Soon)
27. Baptist Health Urgent Care (Sawgrass)
28. Baptist Medical Plaza at Davie
29. Baptist Sleep Center at Pembroke Pines
30. Baptist Medical Plaza at Pembroke Pines

Miami-Dade & Monroe Locations
1. Baptist Medical Plaza at Doral
2. Baptist Medical Plaza at Miami Lakes
   - Baptist Sleep Center at Miami Lakes
3. Baptist Medical Plaza at Brickell
4. Baptist Medical Plaza at Tamiami Trail
5. Baptist Medical Plaza at Westchester
6. Baptist Medical Plaza at Coral Gables
7. Baptist Health Urgent Care (University Centre)
   - Doctors Hospital Sports Medicine & Rehabilitation
8. Baptist Health Urgent Care (Kendale Lakes)
9. Baptist Children’s Hospital Martha Ware Rehabilitation Center
10. Baptist Sleep Center at Sunset
11. South Miami Hospital Child Development Center
12. Baptist Sleep Center at Galloway
13. Galloway Endoscopy Center
14. South Miami Hospital Addiction Treatment Center
15. Medical Arts Surgery Center at South Miami
   - Baptist Health Breast Center
16. Baptist Health Urgent Care (West Kendall)
17. Baptist Outpatient Center
   - Baptist Executive Health
18. Medical Arts Surgery Center at Baptist
19. Baptist Diagnostic Center
20. Baptist Health Urgent Care (Pinecrest)
21. Baptist Mammoigraphy Center at Macy’s, The Falls
22. Baptist Medical Plaza at Country Walk
   - Baptist Children’s Diagnostic Center
23. Baptist Medical Plaza at Palmetto Bay
<table>
<thead>
<tr>
<th>LEADING HEALTH INDICATORS</th>
<th>RANK 1 WEIGHT</th>
<th>RANK 2 WEIGHT</th>
<th>RANK 3 WEIGHT</th>
<th>RANK 4 WEIGHT</th>
<th>RANK 5 WEIGHT</th>
<th>CONSOLIDATED WEIGHTED SCORE</th>
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<tr>
<td>Access to Care (for the Uninsured)</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<td>Access to Appropriate Care</td>
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<td>Accident Prevention (incl. concussion prevention/youth sports)</td>
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<td>Availability of Primary Care and Prevention</td>
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<td>Cancer Prevention and Treatment</td>
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<td>Chronic Disease Management</td>
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<td>Communicable Diseases STD/HIV</td>
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<td>Elder Care/Geriatrics</td>
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<td>Healthy Lifestyles: Exercise and Nutrition</td>
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<td>Heart Disease</td>
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<td>Maternal and Child Health</td>
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<td>Other</td>
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