



2023-25 Community Health Improvement Plan

# Baptist Memorial Hospital–Memphis

# Baptist Memorial Restorative Care Hospital



## Our Commitment to Community Health

Baptist Memorial Health Care (Baptist) is dedicated to the health and well-being of the many communities we serve across the Mid-South. We believe strongly in corporate citizenship and the importance of collaboration with local organizations to build stronger and healthier communities.

To help us track community health and respond to the needs of residents, every three years we conduct a Community Health Needs Assessment (CHNA) and develop Community Health Improvement Plans (CHIP) for each community hospital. These endeavors help to ensure our initiatives, activities and partnerships align with our communities' most pressing concerns, and guide our community benefit investments. They are vital tools to guide community health improvement activities as well as enhance care delivery, improve patient engagement strategies and direct population health management.

Some of our key community initiatives are listed below.

### **Providing access to high-quality health care**

We strive to ensure residents can receive care when they need it across the region. We reinvest resources in technology to bring the highest level of health care to people across the Mid-South. We invest in hospitals and health services to deliver care to communities the federal government considers as Medically Underserved Areas or Health Professional Shortage Areas. We extend our care through community clinics and mobile services to reach people who might not otherwise receive care. We subsidize services, such as emergency care, free and reduced services for the uninsured and preventive screenings that are essential for health, but not adequately covered by federal and state funding.

### **Developing community partnerships**

We recognize that our hospitals are vital organizations within the communities we serve. And we know that we cannot address every community need by ourselves. To promote health and quality of life, we collaborate with community partners who have expertise in social needs, specialty services, faith leadership, advocacy and essential resources. We foster ongoing relationships with these partners and provide financial and in-kind gifts to support their work.

### **Investing in health care education and research**

We support excellence in health care training and education through programs that focus on math, science and related subjects to prepare tomorrow's health care workforce. As we plan for the future, we provide training opportunities for emerging health care professionals and encourage students to pursue medicine, nursing and other allied health careers. Through leading-edge research and clinical trials, we help to advance learning in the medical field and develop new treatments for cancer and other diseases.

In these and many other ways, we demonstrate our commitment to the people we serve and our communities. In undertaking and funding regular community health needs assessments, we ensure our hospitals will be stronger partners in our neighborhoods and prepared to meet the future needs of all those who live there.

## 2023-25 Community Health Improvement Plan

### What is a Community Health Improvement Plan (CHIP)?

A CHIP helps organizations move from data to action to address priority health needs identified in the CHNA. The CHIP serves as a guide for strategic planning and a tool by which to measure impact by detailing goals, objectives, strategies and action steps over the three-year reporting timeframe. Anchoring initiatives and community benefit activities to measurable objectives, the CHIP creates a framework for measuring the impact of our work.

### Determining Community Health Priorities

Like the CHNA, the CHIP reflects input from diverse stakeholders and helps to foster collaboration among community-based organizations. Community health priorities were identified with feedback from community stakeholders, including historically underrepresented and underserved populations, health and social service providers and community health experts. These individuals provided input to both define challenges and recommend solutions to improve health in our communities.

The health priorities reflect the most pressing and cross-cutting health needs within our communities as determined by the CHNA and community input. Social determinants of health (SDoH) also have a significant impact on the health of communities, affecting each of the identified priorities and overall wellbeing. While not specifically addressed as a health priority in the CHIP, Baptist will continue to screen for SDoH and assist people in connecting to community resources like food security, housing and poverty. We will continue to support our community partners that provide these services.

In defining the 2023-25 priority areas and developing hospital CHIPs, Baptist outlined an overarching approach that promotes health in the communities we serve and centers strategies to advance health equity and mitigate the impact of SDoH. These efforts are aligned with existing community assets, population health management strategies and health equity initiatives.

| OVERARCHING APPROACH   |   |   |
|--|---|---|
| Develop goals, systems and processes that promote health in all spaces for the communities we serve. |   |   |
| 2023-2025 HEALTH PRIORITIES  |   |   |
| Behavioral Health  | Chronic Diseases  | Maternal and Child Health   |
| Increase behavioral health screenings and treatment; Integrate with primary care                     | Increase access to care; Address social determinants of health; Reduce health disparities and mortality rates | Reduce birth disparities among Black/African American mothers and infants; Improve access to pre- and post-natal care |

### Developing a Plan for Health Improvement

Community health improvement requires collaboration among community-based organizations, policy makers, funders and many other partners. A CHIP is a guide to coordinate community resources and to measure progress as a community. The CHIP outlines systemwide goals and initiatives to address our community’s most pressing health needs, and hospital-specific strategies that recognize the unique strengths and assets of our diverse communities. We will continue to monitor and share our progress toward these efforts during the 2023-25 reporting cycle.

## Our Commitment to Advancing Health Equity

Health equity encompasses a wide range of social, economic and health measures but can be simply defined as *a fair opportunity for every person to be as healthy as possible*. At Baptist we are committed to advancing equity within our care environments, workplaces and communities.

**Goal: Create care environments that honor diversity, continually expand understanding and adapt services to meet the needs of patients, staff and community.**

- ▶ **Objective: Reduce disparities in outcomes among vulnerable patient populations.**
  - Screen patients for social determinants of health with Baptist OneCare (EPIC) and increase use of [www.baptistresources.com](http://www.baptistresources.com) to connect people to services.
  - Accurately collect sexual orientation general identification (SOGI) and Race Ethnicity and Language (REaL) data and record in patient medical records.
  - Track and compare patient outcomes across vulnerable populations.
  - Review systemwide processes to ensure Culturally and Linguistically Appropriate Services (CLAS).
  - Review communications for cultural sensitivity and health literacy; create a language access plan.
  - Increase bilingual case managers, patient advocates and medical interpreters.
- ▶ **Objective: Increase, improve, strengthen and evaluate partnerships with community-based organizations.**
  - Partner with and support community organizations that serve diverse or underserved populations.
  - Support and cultivate opportunities for community-wide cross-cultural engagement.
  - Invite diverse stakeholders to serve on committees that advance patient care and inform policies.
- ▶ **Objective: Support a sustainable and equitable community.**
  - Evaluate hiring, supply chain and opportunities for local economic investment.
  - Increase purchasing from local and diverse vendors.
  - Make contributions of dollars, time and expertise to advance community initiatives.
- ▶ **Objective: Increase diversity of staff and providers.**
  - Work with Baptist University to cultivate awareness of health care careers within underserved communities, and to promote the HealthCORE program.
  - Modify recruitment and hiring processes to attract and support diverse staff; cultivate advancement opportunities for entry level positions.
  - Grow scholarships, mentorship and new workforce pipelines.
- ▶ **Objective: Increase cultural competency among Baptist leaders, staff, providers and volunteers.**
  - Conduct DEI training for all staff and providers at all levels.
  - Provide opportunities and encourage participation for leadership, staff, providers and community stakeholders to engage in cross-cultural engagement in safe, inclusive environment.
  - Incorporate diverse stakeholders on hospital-wide committees to develop priorities for ensuring high-quality care.
  - Incorporate opportunities for qualitative input from patients, staff, providers and community stakeholders; monitor, track, and respond to feedback.
  - Work with Graduate Medical Education and Baptist University to include health equity curriculum.

## Priority Area: Behavioral Health

**Goal: Strengthen equity and quality in behavioral health care and improve access to prevention, treatment and recovery services.**

- ▶ **Objective: Increase the number of people who are screened for behavioral health conditions.**
  - Initiate universal behavioral health screenings across all care settings.
  - Educate people to recognize signs and symptoms of mental health conditions and substance abuse and where to get help.
  - Support, promote and participate in community behavioral health awareness efforts.
  - Expand workforce training and capability in the detection, diagnosis and management of behavioral health conditions.
- ▶ **Objective: Increase the number of people receiving behavioral health care and support.**
  - Provide information on the Medicaid and Children’s Health Insurance Program (CHIP) and coverage of essential behavioral health services for children and youth.
  - Expand access to community-based services and resources such as peer support, community health workers, home and community-based services and social supports.
  - Strengthen and support community organizations providing youth mental health support, including mentorship, career development and social emotional learning opportunities.
  - Provide education and support about behavioral health for health care providers and professionals.

### Baptist system initiatives:

- Alzheimer’s disease services
- Baptist Center of Excellence for Addiction Medicine
- Crestwyn Behavioral Health Partnership
- Provider education in the use of Medically Assisted Treatments

### Baptist Memphis & Baptist Restorative Care select initiatives:

- Baptist Operation Outreach
- Community seminars, educational events
- Community partnership for substance use disorder warm handoff service referrals

## Priority Area: Chronic Diseases

**Goal: Ensure all residents have knowledge of, and equitable access to, the resources they need to maintain and improve their health.**

- ▶ **Objective: Increase access to traditional and alternative places people can access health care.**
  - Provide information on the Medicaid and Children’s Health Insurance Program (CHIP) and coverage of essential behavioral health services for children and youth.
  - Continue to assess community need for specialty care services and opportunities to expand available clinics.
  - Expand equitable access to telehealth visits by increasing technology know-how and use of telehealth among priority populations.
  - Support, promote, and participate in events offering affordable preventive screenings and other mobile health services, bringing care to the community.
- ▶ **Objective: Reduce disparities in chronic disease prevalence and death rates.**
  - Optimize data collection, standardization and transparency to identify disparities and track improvement.
  - Increase chronic disease screening rates among underserved populations.
  - Provide education and support programs that address physical, mental, spiritual and financial concerns.

### Baptist system initiatives:

- Baptist Cancer Center Thrivership program
- Community Health Worker training with Baptist University
- Education provided via social media and virtual platforms
- First Source program
- Mid-South Miracle
- Mobile clinics
- Mobile mammography unit
- National Diabetes Prevention Program
- Nurse navigators
- Telehealth expansion

### Baptist Memphis & Baptist Restorative Care select initiatives:

- Baptist Operation Outreach
- Community sponsorships, in-kind donations
- Community seminars, educational events
- Shelby Farms Park Conservancy fitness programming
- Promotion of other physical activity opportunities
- Free or reduced-cost screenings
- Health fairs

## Priority Area: Maternal and Child Health

**Goal: Achieve equitable outcomes for mothers and babies by strengthening communities and addressing underlying barriers to care.**

- ▶ **Objective: Reduce health disparities in birth outcomes for Black/African American women and babies.**
  - Optimize data collection, standardization and transparency to identify disparities and track improvement.
  - Expand and diversify the perinatal workforce.
  - Strengthen economic and social support for people before, during and after pregnancy.
- ▶ **Objective: Increase access to comprehensive pre- and post-natal care services.**
  - Create inclusive and welcoming care settings that honor diversity and reflect the community.
  - Partner with community-based organizations including faith-based institutions to provide education and care in communities.
  - Provide mobile, in-home, and telehealth care to increase access for underserved populations.

### Baptist system initiatives:

- Baby Friendly designation
- Education classes
- Fourth Trimester discharge support for new moms
- Maternal Hemorrhage Program
- My Baby for Me
- OB emergency department
- Post-partum depression support group
- Post-partum warm line
- Severe Hypertension in Pregnancy Postpartum (SHIPP)
- Spanish language Warm Line
- State advocacy initiatives/efforts
- Support for Doulas

### Baptist Memphis & Baptist Restorative Care select initiatives:

- Baptist Operation Outreach
- Support Baptist Women's Hospital initiatives



## Community Commitment and Collaboration

The 2022 CHNA report was presented to the Baptist Board of Directors and approved in September 2022. The corresponding three-year Community Health Improvement Plans for each hospital were presented to the Baptist Board of Directors and approved in January 2023.

Baptist is committed to advancing initiatives and community collaboration to address the needs identified through the CHNA. We welcome your partnership to meet the health and medical needs of our community. We know we cannot do this work alone and that sustained, meaningful health improvement will require collaboration to bring the best that each of our community organizations has to offer.

To learn more about Baptist's community health improvement work, please visit our website: [baptistonline.org/about/chna](https://baptistonline.org/about/chna). Together, we can make our communities better places to live, work, learn and play.