

2025 IMPLEMENTATION STRATEGY

Baptist Memorial Hospital-Memphis



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About Baptist Memorial Health Care

Regarded as one of the premier health care systems in the country, Baptist Memorial Health Care (Baptist) is an award-winning organization dedicated to providing compassionate, high-quality care for our patients. Our network of 24 hospitals serves communities across the Mid-South, including Arkansas, Mississippi and Tennessee, offering safe, integrated, patient-focused and cost-effective medical care.

At Baptist, we believe serving a community is about more than just helping patients feel better. It's about helping entire communities become the best they can be. We accomplish that by providing financial and programmatic support and collaborating with local organizations to build stronger and healthier communities. Each year, Baptist supports hundreds of nonprofit organizations through programs, seminars, health fairs, board participation, events, employee engagement and more.

As part of our mission to provide quality health care to all who need it, Baptist supports local nonprofit organizations that share our dedication to providing effective, affordable health care to underserved, underinsured and uninsured members of our communities. Many of these same organizations offer financial assistance programs and opportunities, as well as numerous free resources to people in the communities they serve, including medical care, transportation, housing, food assistance, legal aid, job training and placement, and more.

We recognize our hospitals and medical clinics are vital organizations within the communities we serve. And we know 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.

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 our communities.

2025-28 Implementation Strategy

What is an Implementation Strategy?

An Implementation Strategy helps organizations move from data to action to address priority health needs identified in a Community Health Needs Assessment (CHNA). The Implementation Strategy serves as a guide for strategic planning and a tool to measure impact through goals, objectives, strategies and action steps over a three-year reporting timeframe. From anchoring initiatives and community benefit activities to measurable objectives, the Implementation Strategy creates a framework for measuring the impact of our work.

Determining Community Health Priorities

To improve community health, it is imperative we prioritize resources and activities on the most pressing and expansive health needs. In determining health priorities for the three-year Implementation Strategy, Baptist's leaders reviewed findings from the CHNA and sought to align priorities with the health care system's other health improvement programs and population health management strategies.

The Implementation Strategy 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.

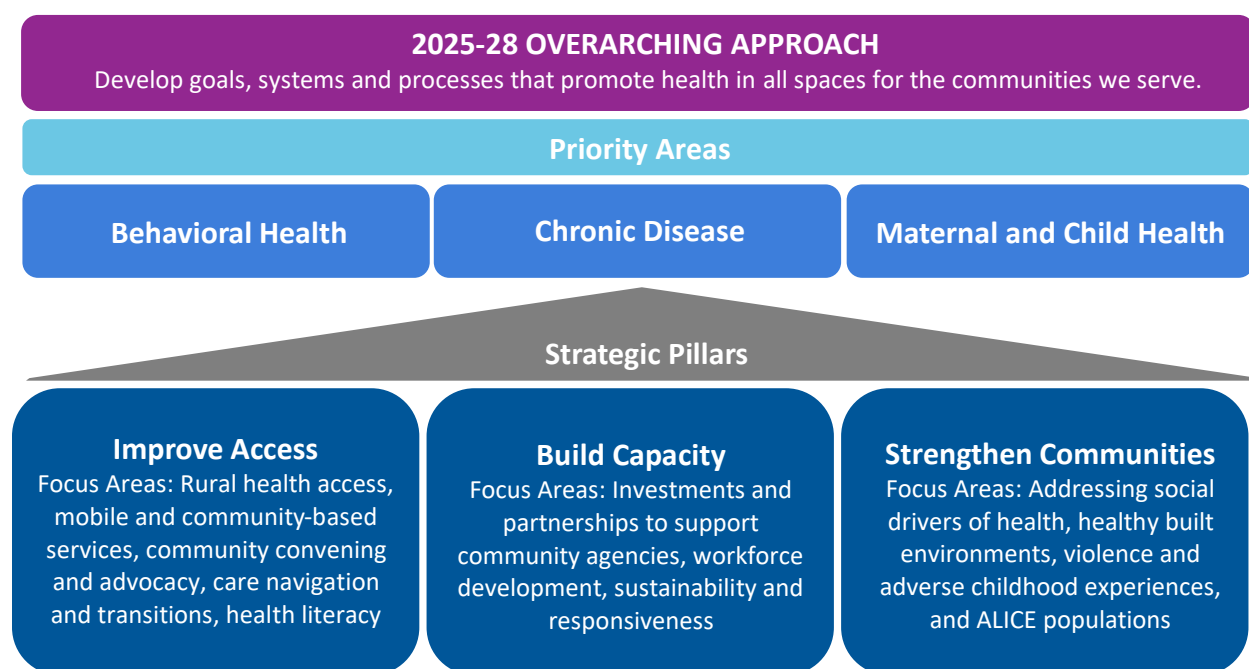
Baptist's leaders applied the following rationale and criteria to define community health priorities:

- Prevalence of disease and number of community members affected
- Rate of disease compared to state and national benchmarks
- Health differences between community members
- Existing programs, resources and expertise to address issues
- Input from community partners and representatives
- Alignment with concurrent public health and social service organization initiatives

The CHNA continued to support the following health issues as priorities across Baptist service areas:

- ▶ **Behavioral Health**
- ▶ **Chronic Disease**
- ▶ **Maternal and Child Health**

In addressing the identified priorities, Baptist outlined an overarching approach that addresses key areas of need identified in the CHNA. The approach is anchored by strategic pillars that improve access to care and services, build organizational capacity to drive change and strengthen communities.



Developing a Plan for Health Improvement

Community health improvement requires collaboration among community-based organizations, policy makers, funders and many other partners. An Implementation Strategy is a guide to coordinate community resources and to measure progress as a community.

Baptist's Implementation Strategy for the 2025-28 reporting cycle is outlined in the following pages. The Implementation Strategy identifies 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 2025-28 reporting cycle.

Priority Area: Behavioral Health

Goal: Strengthen the capacity of behavioral health care services and improve access to prevention, treatment and recovery services.

Objective: Improve access to behavioral health services across the continuum of care.

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- ▶ Participate in regional and national advocacy for policy that addresses behavioral health reimbursement and regulatory gaps
- ▶ Implement universal patient screening for behavioral health concerns
- ▶ Integrate behavioral health services and/or referrals within primary care clinics
- ▶ Assess behavioral health capacity and support availability of comprehensive services
- ▶ Expand availability of telebehavioral health across rural communities

Baptist Memorial Hospital-Memphis Strategies

- ▶ Educate residents to recognize signs and symptoms of behavioral health conditions and where to get help
- ▶ Support, promote and participate in community behavioral health awareness and stigma reduction efforts
- ▶ Support and promote crisis intervention and help services

Objective: Ensure access to community programs that strengthen social connections, build resilience and support mental health.

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- ▶ Support regional events and campaigns that bring awareness to behavioral health
- ▶ Support community agencies to improve access and build capacity for programs that promote social connections and resilience

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- ▶ Support community organizations providing youth development (e.g., mentorship, career exploration, afterschool programming)
- ▶ Support access to peer recovery activities and support groups
- ▶ Support community programs and events that promote social connections and build resilience

Objective: Reduce disparities in behavioral health and substance use disorder.

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- ▶ Support community agencies to improve access and build capacity for evidence-based prevention programming
- ▶ Support community organizations and initiatives to create, sustain and provide access to behavioral health care for underserved, underinsured and uninsured residents
- ▶ Provide behavioral health education and training for health care providers and professionals
- ▶ Use patient data to track and respond to disparities in care and outcomes

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- ▶ Support education and access to opioid overdose reversal medications
- ▶ Support schools in providing evidence-based mental health training and curriculum development
- ▶ Support community organizations providing evidence-based mental health and substance use prevention programming
- ▶ Serve as a participant or convening partner for local behavioral health initiatives

Priority Area: Chronic Disease

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

Objective: Increase the number of residents that have a medical home.

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- ▶ Ensure rural health care access through community-based and mobile health services, telehealth and strategic partnerships
- ▶ Continue provider recruitment and retention efforts to develop and expand service lines
- ▶ Support community organizations and initiatives to create, sustain and provide access to affordable health care for underserved, underinsured and uninsured residents

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- ▶ Collaborate with community agencies to assess patient transportation needs and solutions
- ▶ Provide enrollment assistance for insurance programs
- ▶ Support community agencies to improve access and build capacity to provide free and reduced-cost care

Objective: Improve social drivers of health to strengthen communities.

Baptist Memorial Health Care Strategies

- ▶ Implement universal screening for social drivers of health to identify and respond to patient health-related social needs
- ▶ Support community agencies to improve access and build capacity for social services, nutrition and recreational resources and economic development
- ▶ Support job opportunities and training for students who have historically faced systemic barriers to educational access and success
- ▶ Support community conversations and events that bring awareness to violence and adverse childhood experiences

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- ▶ Work with community-based organizations to advocate for local infrastructure and services
- ▶ Provide fresh point-of-care produce for patients experiencing food insecurity
- ▶ Support community organizations providing free and low-cost nutrition and physical activity
- ▶ Support career development and exposure programs for students

Objective: Reduce disparities in chronic disease prevalence and death rates.

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- ▶ Implement Community Health Worker model to holistically support patients with chronic disease
- ▶ Support community agencies to improve access and build capacity for screenings and other preventive services
- ▶ Use patient data to track and respond to disparities in care and outcomes

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- ▶ Provide evidence-based chronic disease self-management and healthy living programs and disease management support groups
- ▶ Support access to screenings and other prevention services through mobile and community-based events and partnerships
- ▶ Work with schools to support a healthy and thriving future generation
- ▶ Provide case managers to assist patients with accessing and receiving follow-up care and services

Objective: Provide access to health care that is culturally appropriate and offered with respect to all Mid-South residents.

Baptist Memorial Health Care Strategies

- ▶ Participate in regional and national conversations to address barriers to care and health care disparities
- ▶ Provide opportunities for staff and community stakeholders to connect and engage in cross-cultural training and discussion
- ▶ Monitor and track patient experience surveys for consistent care experiences
- ▶ Provide culturally and linguistically appropriate health care services
- ▶ Invite a variety of stakeholders to serve on committees that advance patient care and inform system policies

Baptist Memorial Hospital-Memphis Strategies

- ▶ Provide opportunities for feedback from patients, staff, providers and community stakeholders; monitor, track and respond to feedback
- ▶ Serve as a participant or convening partner for local initiatives to address community health needs

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.

Baptist Memorial Health Care Strategies

- ▶ Participate in regional and national efforts to address maternal health gaps and improve quality standards to reduce maternal morbidity and mortality
- ▶ Increase visibility and coordination with doulas and midwives
- ▶ Use patient data to track and respond to disparities in care and outcomes
- ▶ Improve access to primary care for prevention and treatment of chronic diseases that put underserved populations at risk for poorer outcomes in pregnancy and birth

Baptist Memorial Hospital-Memphis Strategies

- ▶ Serve as a participant or convening partner for local initiatives to address disparities
- ▶ Work with community agencies to enhance hospital discharge and referrals for community-based health and social supports
- ▶ Work with community agencies to provide trusted spaces for parent education and peer support

Objective: Increase access to comprehensive pre- and postnatal care services.

Baptist Memorial Health Care Strategies

- ▶ Assess maternal health capacity, and support availability of comprehensive services
- ▶ Support community agencies to improve access and build capacity for maternal and child health services
- ▶ Support community agencies to improve access and build capacity for economic and social support before, during and after pregnancy
- ▶ Provide education and training for health care providers and professionals on insurance coverage and benefits for new parents (e.g., Medicaid, lactation consulting)

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- ▶ Provide mobile and telehealth care to increase access for underserved populations
- ▶ Provide virtual and community-based pregnancy, birth and parenting resources
- ▶ Work with community agencies to enhance hospital discharge and referrals for community-based health and social supports

Objective: Provide and expand culturally competent and sensitive maternal and child health services.

Baptist Memorial Health Care Strategies

- ▶ Provide opportunities for staff and community stakeholders to connect and engage in cross-cultural training and discussion
- ▶ Monitor and track patient experience surveys for consistently equitable care
- ▶ Provide culturally and linguistically appropriate health care services
- ▶ Invite a variety of stakeholders to serve on committees that advance patient care and inform system policies

Baptist Memorial Hospital-Memphis Strategies

- ▶ Work with trusted community leaders to provide culturally relevant and accessible education to new and expectant parents
- ▶ Provide opportunities for feedback from patients, staff, providers and community stakeholders; monitor, track and respond to feedback

Community Commitment and Collaboration

The 2025 CHNA report was presented to Baptist's corporate and hospital boards of directors and approved for distribution in September 2025. The corresponding three-year Implementation Strategy for each hospital was presented to Baptist's corporate and hospital boards of directors and approved to share in February 2026.

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 contact community.relations@bmhcc.org or visit our website to learn more. Together, we can make our communities better places to live, work, learn and play.