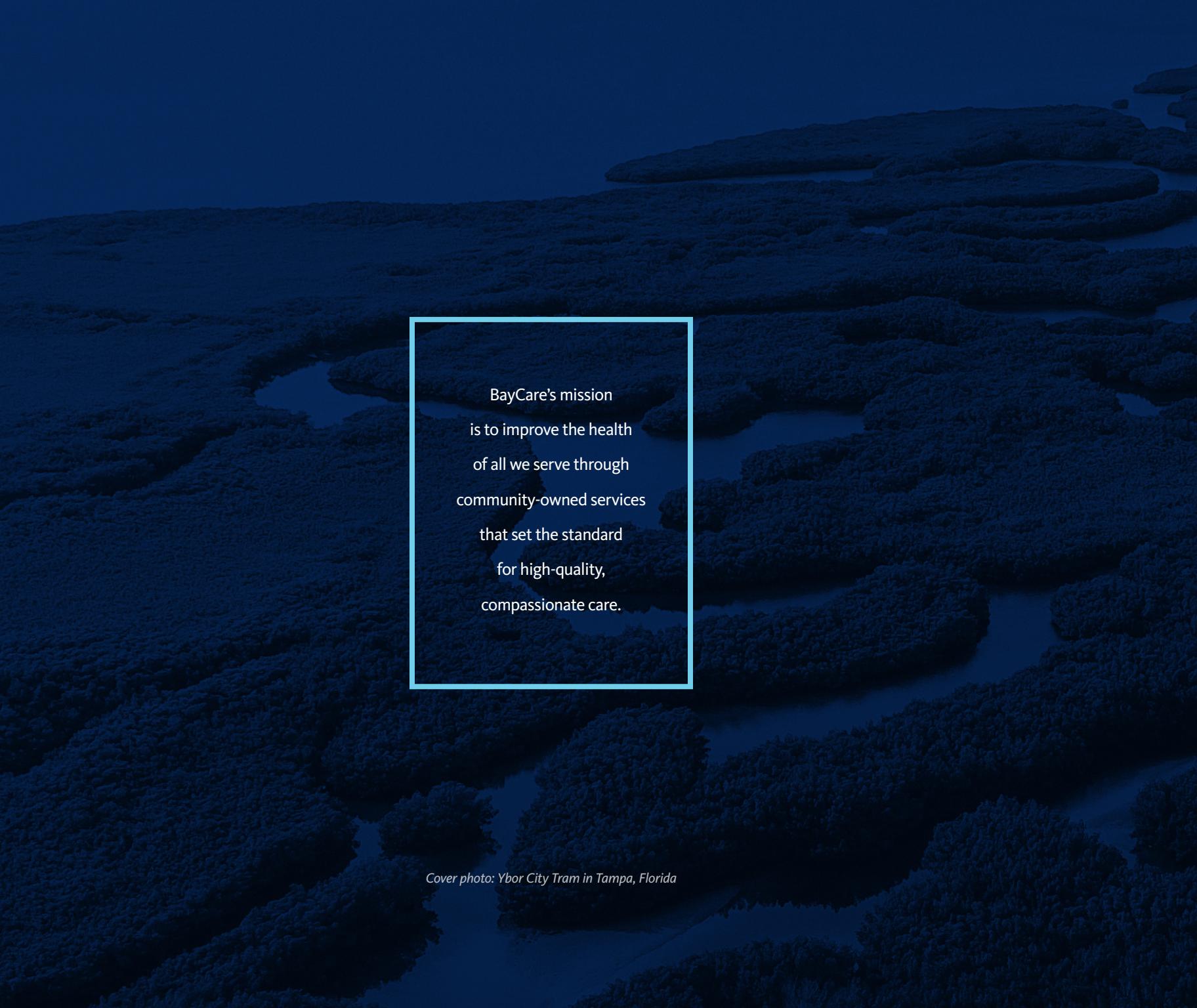


Community Health Needs Assessment (CHNA) Implementation Plans Hillsborough County 2026-2028





BayCare's mission
is to improve the health
of all we serve through
community-owned services
that set the standard
for high-quality,
compassionate care.

Cover photo: Ybor City Tram in Tampa, Florida

Table of Contents

Letter From the Presidents	2
Listening to Hillsborough County	3
Growing in Our Commitment	5
Identifying Priorities	7
Developing a Strategic Implementation Plan	9
Access to Health and Social Services	11
Behavioral Health	15
Exercise, Nutrition and Weight	19
Hospital Information	23

Letter From the Presidents

To the communities we serve,

With deep roots in Hillsborough County, BayCare Health System is a vital community partner driven to improve quality of life beyond hospital walls. In this booklet, you'll find how BayCare extends its mission to improve the health of all we serve.

Since 2019, BayCare has collaborated as a founding member of the All4HealthFL Collaborative to conduct three Community Health Needs Assessments (CHNAs) in Hillsborough County. Based in West Central Florida, the All4HealthFL Collaborative includes seven hospital systems and four departments of health. The collaborative strives to improve community health by leading outcome-driven health initiatives in the region.

Together, we engaged in the process of analyzing local, state and national primary and secondary data. We facilitated focus groups, conducted key informant interviews and, most importantly, surveyed county residents. Because of the 2025 CHNA process, we now have a deeper understanding of the unmet health needs and barriers to care in Hillsborough County and the region. The resulting Community Health Implementation Plans (CHIPs) form the basis of our Community Benefit outreach programs to address Access to Health, Behavioral Health and Exercise, Nutrition and Weight.

\$467 Million

The amount of Community Benefit that BayCare delivered in 2024 through charity and uncompensated care and community services.



BayCare's six hospitals in Hillsborough – St. Joseph's Hospital, St. Joseph's Children's Hospital, St. Joseph's Women's Hospital, St. Joseph's Hospital-North, St. Joseph's Hospital-South and South Florida Baptist Hospital – have aligned our implementation plans to address these needs with a unified approach. This ensures that our collective resources are targeted for the greatest possible impact on our community's health.

This booklet contains BayCare's detailed implementation plan to address the CHNA-identified needs through 2028. We encourage you to use this information to guide additional discussions with key change-makers and leaders.

We're deeply grateful to all the organizations and individuals who contributed invaluable time and efforts to this ongoing CHNA process. Together, we can look forward to shared success and a better quality of life for all residents.

Sincerely,



Philip Minden
President,
St. Joseph's
Hospital



Sarah Naumowich
President,
St. Joseph's
Children's Hospital
and St. Joseph's
Women's Hospital



Sara Dodds
President,
St. Joseph's
Hospital-North



Patrick Downes
President,
St. Joseph's
Hospital-South



Karen Kerr
President,
South Florida
Baptist Hospital

Listening to Hillsborough County

Every three years, the All4HealthFL Collaborative engages the community to understand the issues affecting health and well-being in Hillsborough County. Recognizing that any outcome-driven plan must be grounded in data and in listening to community voices, BayCare and its All4HealthFL partners began their outreach in Hillsborough County in the fall of 2024. The collaborative developed a 71-question survey to capture the health challenges and perceptions of Hillsborough County residents. The purpose was to understand the issues affecting health and the community resources available to improve health outcomes.

The survey addressed health and lifestyle behaviors, quality of life and access to care. By intentionally reaching out to those most affected by health issues in the places they live, work, play and raise their families, BayCare ensured that Hillsborough County residents were meaningfully included in the conversation.

The community survey used validated and reliable questions obtained from state and national needs assessments. It passed a rigorous literacy review and was available in English, Spanish, Haitian Creole, Russian and Vietnamese. In addition, the collaborative engaged a health equity expert to validate the language of survey questions and responses to ensure equity for all respondents.

BayCare and its partners distributed the survey in libraries, churches, clinics, food pantries and community centers, in either paper or electronic format, utilizing a direct link or QR code for easy access. This approach allowed for engagement of low-income, minority and medically underserved populations.

Following hurricanes Helene and Milton, the survey was paused for about 10 weeks to allow time for the communities to recover from the storms. These data informed BayCare's Community Health Implementation Plan (CHIP) for 2026-2028. Through the survey outreach and in-person meetings with stakeholders, the collaborative guaranteed that the perspectives and experiences of community members directly shaped the understanding of local health needs, fostering an inclusive and representative assessment process.



A BayCare Mobile Medical Clinic nurse tests the hearing of a school-age child at a Feeding Tampa Bay back-to-school event.



Growing in Our Commitment

The 2026-2028 Community Health Needs Assessment (CHNA) identified three primary unmet health needs: Access to Health and Social Services, Behavioral Health (including mental health and substance use) and Exercise, Nutrition and Weight. These results mirror the 2023-2025 CHNA results, which highlights the complex nature of these issues, and the need for sustained attention and action. Additionally, this year's assessment has brought to light the issue of economic stability as an emerging concern, particularly as it relates to an individual's capacity to achieve optimal health outcomes.

By continuing to focus on these specific areas over the long term, we can build on our current successful strategies while developing additional partnerships and programs that will continue to improve health outcomes. In addition, we have the unique opportunity for in-depth evaluation to measure the effectiveness of our interventions and refine our approaches based on evidence gathered over time.

BayCare looks forward to working with our communities to create a resource-rich community environment where everyone has the opportunity to live a healthy and balanced lifestyle.



A child selects groceries at a BayCare Feeding Minds food pantry.

Identifying Priorities



Identifying Priorities

The following health issues were identified after a review of the 2025 CHNA survey results, focus group findings and a secondary health statistics data analysis:

- Access to health and social services
- Behavioral health (including mental health and substance use)
- Cancer
- Dental
- Economic stability
- Exercise, nutrition and weight
- Heart disease and stroke
- Neighborhood and built environment

In addition, discussion groups comprised of advocates and community partners convened to gain greater insight into these health issues. Guided by facilitators, the discussion groups used a participatory analysis technique that engaged participants in guided discussion around specific topics using data placemats. The placemats displayed thematically grouped data, charts and graphs in an easy-to-understand format. Discussions were structured in three groupings focused on data review, severity and feasibility and potential strategies. Below are a few examples of the questions posed during discussion. For a full list, go to All4HealthFL.org to view the CHNA reports.

- What factors might explain the patterns we're seeing in this data?
- Do the findings align with your knowledge of your community?
- What's currently being done in the community to address this need?
- What partnerships and collaborations need to occur to move the dial on addressing this need in the community?

Following the guided discussions, Crescendo Consulting Group—the chosen vendor for the collaborative CHNA—led the participants in a prioritization exercise. Each of the health issues was presented for ranking based on the scope and severity of the issue. Using an online voting system, each attendee ranked the issues from the most to least pressing. For both the adult and pediatric prioritization exercises, the top three focus areas for the 2026-2028 CHNA implementation plans are:

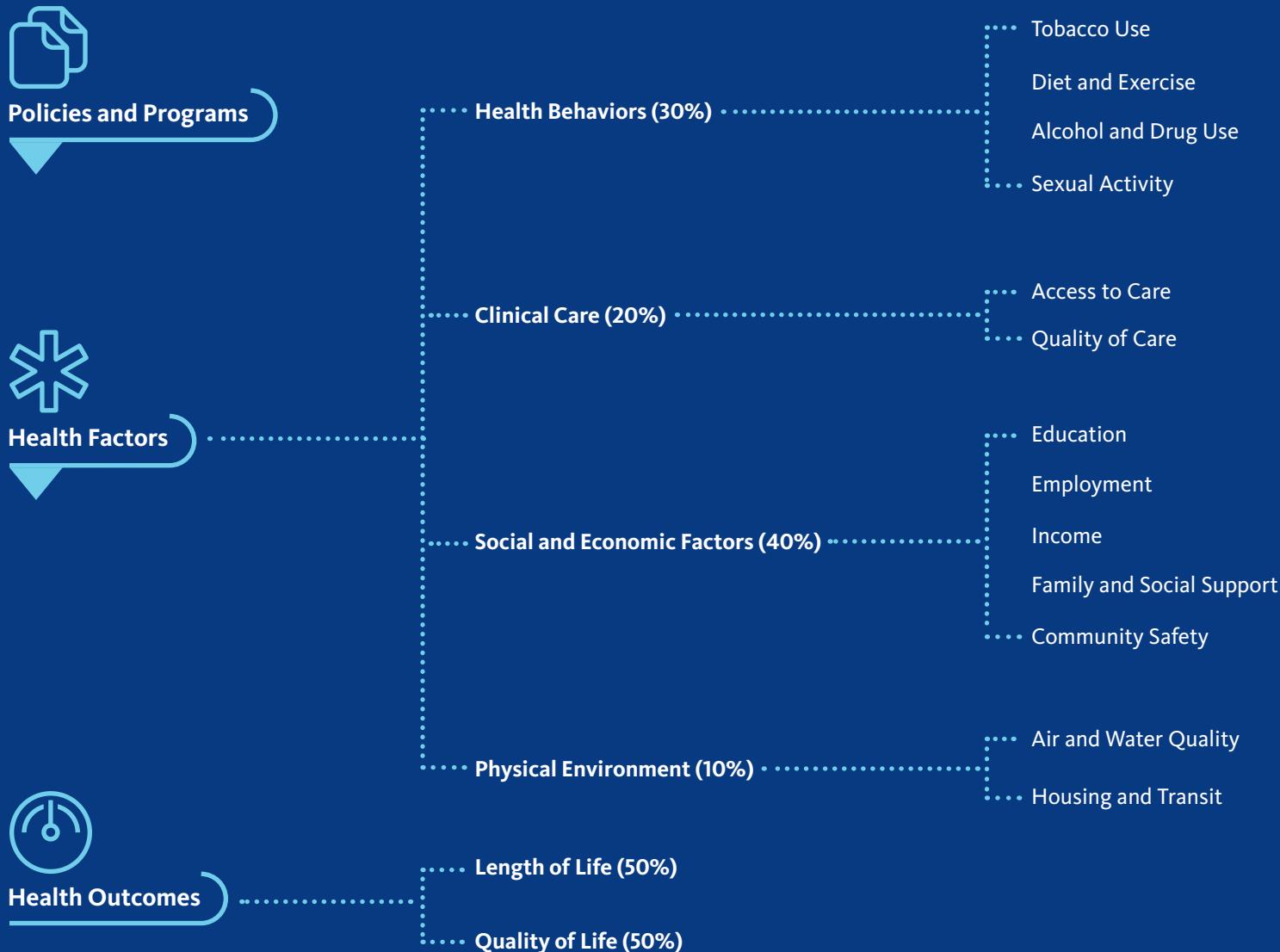
- Access to health and social services
- Behavioral health (including mental health and substance use)
- Exercise, nutrition and weight

The remaining health needs—cancer, heart disease and stroke, dental, neighborhood and built environment, maternal, fetal and infant health,* respiratory disease,* and immunization and infectious disease*—are significant but aren't directly addressed in the 2026-2028 implementation plans. However, these health issues will continue to be impacted through existing BayCare strategies for clinical excellence as well as other efforts in the community, including collaborative efforts with partners such as the Florida Department of Health in Hillsborough County.

Economic stability, the remaining unmet health need, highlights the direct correlation between economic hardship and health, underscoring the need to address this issue with purposeful intent. Understanding this connection, BayCare has intentionally developed projects and partnerships that foster opportunities for equitable access to resources that alleviate the stress of economic instability.

*Indicates pediatric-specific information

Improving Health Is More Than Just Accessing Health Care



Source: Robert Wood Johnson Foundation, 2022

Developing a Strategic Implementation Plan

The comprehensive CHNA process provides BayCare's Hillsborough County hospitals with a data-driven framework for improving community health. While we recognize that no assessment can capture every individual's unique experience, the data clearly reveals significant health disparities linked to race, ethnicity, income, geography and education.

Building on our commitment to improving Hillsborough County's health and well-being, the St. Joseph's Hospitals/South Florida Baptist Hospital Board of Directors approved strategies and the 2026-2028 implementation plans to drive health improvement outcomes.

The 2026-2028 implementation plans for BayCare's Hillsborough County hospitals were thoughtfully developed to leverage hospital and community resources, while also working collaboratively across multiple sectors. BayCare forms intentional partnerships with trusted and established community organizations to support programs that meet the identified community health needs. We partner proactively with these organizations to identify and track impactful program outcomes. Through regular program monitoring, BayCare's Community Benefit team encourages adaptability and problem-solving to maintain program fidelity. To align with population and public health best practices and acknowledge that improving health is more than just accessing health care, the plans include a strong and directed focus on the social determinants that impact health.



BayCare team members sort donated food at a Metropolitan Ministries event.



Access to Health and Social Services

The ability to locate and receive health care and connections to social services in a timely manner is critical in maintaining an optimal level of health and overall quality of life. Access to comprehensive, quality health and social service resources is important for:

- Promoting and maintaining health
- Preventing and managing disease
- Reducing unnecessary disability and premature death

Access to health care services can be disproportionately impacted by many variables. Key areas of need within this priority area revolve around cost of care, obtaining timely appointments and general health literacy. For this reason, BayCare continues to expand support of local free or reduced-cost clinics that have well-established relationships within the community. These clinics provide an array of services including medication assistance programs, dosing instructions and education, primary and specialty care and wraparound services in the social care space. As social conditions change, these clinics are experiencing increased volume and demand, demonstrating the importance of our continued support to ensure these resources can rise to meet this growing need.

Access to Health and Social Services Goal

Reduce barriers and facilitate equitable pathways for underserved community members to access timely, affordable and appropriate resources that improve health outcomes.

Objective:

By December 31, 2028, expand access to health and social services that improve quality of life and health outcomes through trusted partnerships that address workforce development, resource hubs, navigation and health care services, among others.



A family visits the BayCare Kids Mobile Medical Clinic in Hillsborough County for immunizations.



1 in 7 Florida residents

under age 65 are uninsured
(worse than U.S. average).¹

¹State Health Access Data Assistance Center, 2023 Uninsurance Rate Study FL.

Access to Health and Social Services in Hillsborough County

Barriers for those who can't get medical care:¹

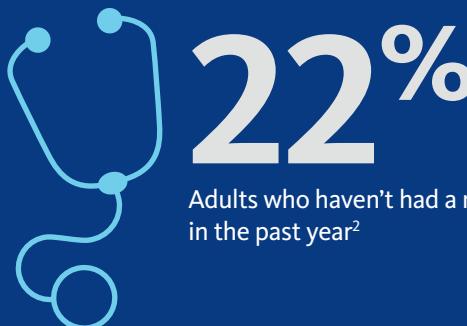


43%

Cost

53%

Getting an appointment



Adults who haven't had a medical checkup in the past year²

1,220

Residents for every primary care physician (*better than Florida average*)³



20%

Low-income residents under age 65 without health insurance (*higher than the U.S. average*)⁴



8%

Parents who couldn't get needed medical care for their child⁵

¹All4HealthFL Survey data 2025.

²FL Health CHARTS, 2023; Behavioral Risk Factor Surveillance Survey.

³County Health Rankings & Roadmaps, 2025.

⁴American Community Survey, 2023.

⁵All4HealthFL Survey data 2025.

Access to Health and Social Services

Impact Objectives

- Extend the partnership with FindHelpFlorida.com that enhances the ability to locate, connect with and refer to community resources.
- Support the Medication Assistance Program (MAP) that provides cost savings to community members through identifying discounted or alternative generic medications.
- Enhance access to health screenings and educational opportunities by reducing barriers and engaging with individuals in their communities through the Faith Community Nursing team.
- Expand community partnerships to provide access to health care to medically indigent, uninsured and underfunded Hillsborough County residents at Judeo Christian Clinic, La Esperanza Clinic and San Jose Mission Clinic.
- Work with Champions for Children to increase access to lactation consultations and postpartum care.
- Provide an inpatient obstetrics navigator to connect patients to resources and ongoing care throughout their pregnancy journey.
- Partner with Metropolitan Ministries and Dawning Family Services to address health services and system navigation for unhoused individuals.
- Generate employment opportunities for high school seniors to improve long-term career prospects through a job training program with the Boys and Girls Club of Greater Tampa Bay.*
- Increase community outreach and preventive and sick care services through BayCare Kids Mobile Medical Clinic.*
- Provide access to wheelchairs and home and car modifications to children in need through a partnership with Wheelchairs4Kids.*
- Create education opportunities with Girls Scouts of West Central Florida that promote mental and physical well-being for Girl Scouts during their camp offerings.*

*Indicates pediatric-specific impact objective



Behavioral Health

Behavioral health, including mental health and substance use, can influence an individual's day-to-day experiences, relationships and overall health outcomes. Behavioral health care includes a continuum from prevention and wellness activities through outpatient therapy, medications, acute hospital-based care and community-based services. Recent research found that seven in 10 residents in West Central Florida experienced at least one poor mental health day in the past month.¹ Despite continued efforts, many people still struggle to access the care they need due to stigma, misperceptions about behavioral health and the nature of behavioral health disorders.

Through community connections, BayCare elevates supportive services such as free mental health counseling, prevention and recovery efforts for substance use, behavioral health education, peer support programs and a youthcentered anti-stigma campaign. BayCare strives to create opportunities that are intentionally designed to meet the unique needs of some of the community's most underserved populations.

Our CHNA survey identified that 20% of senior respondents indicated having a diagnosis of depression and/or anxiety.² For this reason, BayCare partnered with Seniors in Service to support their Health Buddies program that directly addresses the health and social needs of these individuals. Over the course of this 12-week telephonic intervention, seniors report improved mental health outcomes and decreased utilization of emergency resources. This work demonstrates BayCare's commitment to serving special populations and their mental well-being.

Behavioral Health Goal

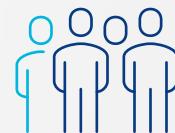
Foster the growth and development of interventions that enhance the community's capacity to address identified behavioral health needs through strategic partnerships.

Objective:

By December 31, 2028, coordinate a multifaceted, cross-sectional behavioral health portfolio of initiatives that reduce stigma, expand access and address emerging topics, with a focus on serving special populations.



BayCare is the largest provider of behavioral health services in the region.



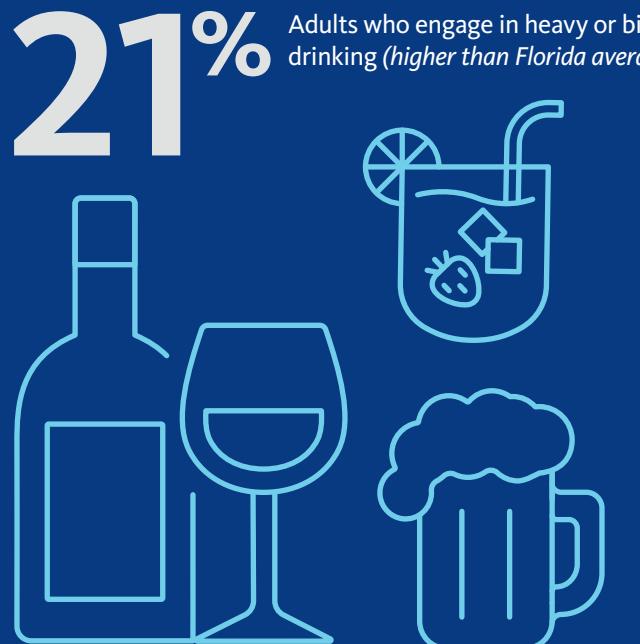
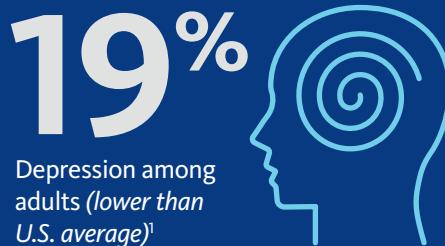
Nearly 1 in 4 U.S. adults
experience mental illness
every year.³

¹Tampa Bay Thrives 2024 Resident Mental Health Study.

²All4HealthFL Community Health Needs Assessment Survey, 2025.

³National Survey on Drug Use and Mental Health, 2024.

Behavioral Health in Hillsborough County



¹CDC PLACES, 2022.

²2024 Florida Youth Substance Abuse Survey.

³CDC PLACES, 2022.

⁴County Health Rankings & Roadmaps, 2025.

⁵County Health Rankings & Roadmaps, 2025.

Behavioral Health

Impact Objectives

- In partnership with Tampa Bay Thrives, support a regionwide anti-stigma campaign entitled *If You Know You Know*, enabling community members to share their mental health journeys and tools, as well as *Zen Dens* in local high schools, providing a supportive space focused on mental wellness and empowering students to manage their well-being.
- Partner with the Seniors in Service Health Buddies program to combat loneliness and empower isolated community members to manage their health and chronic conditions.
- Expand the street outreach efforts of the Florida Harm Reduction Collective, increasing access to Narcan, hygiene supplies and treatment for people who use drugs.
- Expand resources for workforce development by partnering with the Agency for Community Treatment Services mental health clubhouse to provide training for culinary services.
- Support access to Mental Health First Aid training for Hillsborough County community members by partnering with Safe & Sound Hillsborough.
- Offer supportive, temporary housing through Salvation Army Tampa Command for homeless residents recently discharged from the hospital for behavioral health conditions.
- Amplify the regionwide initiatives of the Kids Mental Health Foundation public awareness and resource campaign to break child mental health stigmas and educate families and others interacting with children.*

**Indicates pediatric-specific impact objective*



Exercise, Nutrition and Weight

Access to nutritious food has been consistently identified as an unmet need within Hillsborough County, often making it difficult for residents to achieve desired health outcomes. In addition to a nutritious diet, regular exercise and maintaining a healthy weight can positively impact health by improving blood pressure and preventing heart disease, diabetes, stroke, certain cancers and a number of other health concerns.

Over the course of our previous CHNA cycle (2023-2025), BayCare's commitment to food insecurity had ensured access to reliable food sources for over 93,000 families through our 42 school-based food pantries across the West Central Florida footprint. These food pantries provide easily accessible, shelf-stable food items conveniently located on school campuses where staff, students and families can shop before, during or after school.

To deepen our impact, we've created a county food clinic model where community members can access nutritionally dense food options such as fresh produce, whole grains, frozen lean protein sources and other shelf-stable items. In addition, this model provides wraparound services such as resource navigation, nutrition education and health screenings.

We recognize that addressing food insecurity is only part of the solution, therefore, BayCare also supports programs that promote physical activity for youth and adults as well as interventions on chronic disease management.

Exercise, Nutrition and Weight Goal

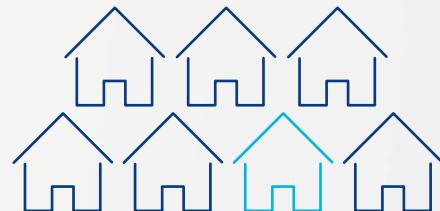
Create opportunities for residents to develop healthy behaviors that address weight and physical activity while ensuring access to nutritious and reliable food sources.

Objective:

By December 31, 2028, advance community projects and partnerships that promote health and nutrition education, screenings, exercise initiatives, chronic disease management and place-based food resources.



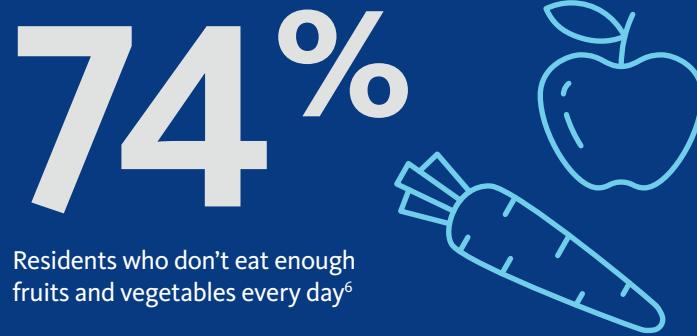
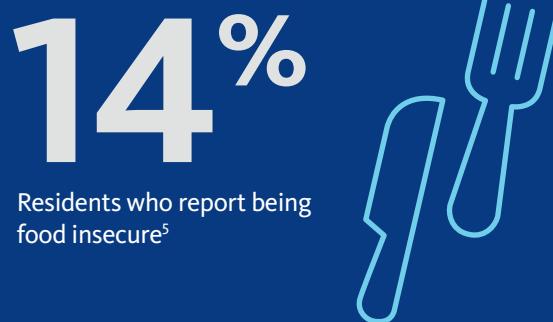
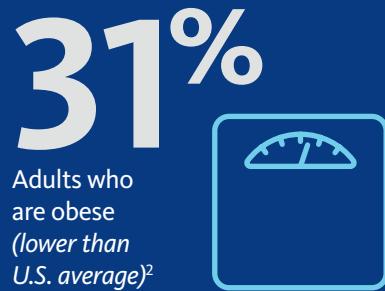
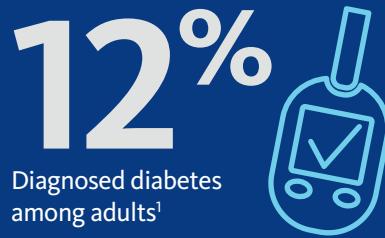
A family receives holiday cheer from BayCare team members who volunteered at the Metropolitan Ministries Holiday Tents in Hillsborough County.



1 in 7 U.S. households
identify as food insecure¹

¹United States Department of Agriculture Economic Research Service, 2023.

Exercise, Nutrition and Weight in Hillsborough County



¹CDC PLACES, 2022.

²CDC PLACES, 2022.

³County Health Rankings & Roadmaps, 2025.

⁴County Health Rankings & Roadmaps, 2025.

⁵FL Health CHARTS, 2023. Food Insecurity Rates.

⁶All4HealthFL Community Health Needs Assessment Survey, 2025.

Exercise, Nutrition and Weight

Impact Objectives

- Continue providing a two-to-three-day supply of nonperishable food upon discharge to self-identified food insecure patients using the two-question, validated United States Department of Agriculture Food Insecurity screener.
- Through a partnership with Feeding Tampa Bay, maintain 14 school-based food pantries across Hillsborough County, providing access to food for students and their families and additional services such as health screenings and education.
- Operate a community food clinic that offers high-quality, nutritionally dense foods along with wraparound services that promote whole health.
- Provide funding for a position at Feeding Tampa Bay to coordinate health care partnerships and their associated programming.
- Extend the Community Health Team's impactful community partnerships across Hillsborough County, offering prevention-based screening and education services.
- Partner with local free and reduced cost clinics to offer one-on-one health coaching for prediabetic or diabetic patients to improve their chronic disease management.
- Partner with Feeding Tampa Bay to launch the Medically Tailored Meals program for individuals who have specific health and ambulatory needs.
- Continue partnership with the YMCA, offering a variety of health and wellness programs including their Diabetes Prevention Program, Enhance Fitness and Kids Power* programs.
- Support the United Food Bank in the Healthy Kids, Healthy Futures program to provide food and nutrition education to Plant City community members.*
- Continue to support the BayCare Kids Wellness and Safety team's work that provides education and programs focused on nutrition and physical activity.*
- Support Youth Character Development programs through partnership with Positive Coaching Alliance.*

*Indicates pediatric-specific impact objective



Hospital Information

St. Joseph's Hospital

Tampa, Florida

St. Joseph's Hospital, part of BayCare, is known for advanced medical technology and compassionate care. Its Centers of Excellence include the Heart and Vascular Institute, Cancer Institute, Stroke and Neuroscience Program, Robotic Surgery Program and Emergency/Trauma Department, which provides more emergency care than any other hospital in Tampa Bay. More than 70 specialties are represented among the medical team, including internal medicine, cardiovascular surgery and neurosurgery. The hospital was founded in 1934 by the Franciscan Sisters of Allegany. The 615-bed hospital is located at 3001 West Dr. Martin Luther King Jr. Boulevard in Tampa, Florida. For more information: BayCare.org/SJH

St. Joseph's Children's Hospital

Tampa, Florida

St. Joseph's Children's Hospital is Tampa Bay's largest provider of children's health services and is committed to providing everything needed for the health and well-being of children. Together, BayCare Kids and St. Joseph's Children's Hospital offer specialized inpatient and outpatient pediatric care to thousands of children and their families every year in multiple locations throughout West Central Florida. From the tiniest baby to the high school quarterback, patients are cared for by doctors who specialize in treating children, in surroundings designed exclusively for kids. In 2024, BayCare announced plans to build a brand-new facility for the children's hospital by 2030. When it opens, the new facility will be known as Padigipati Children's Hospital at St. Joseph's. Part of BayCare, the 219-bed children's hospital is located at 3001 West Dr. Martin Luther King Jr. Boulevard in Tampa, Florida. For more information: BayCare.org/SJCH

St. Joseph's Women's Hospital

Tampa, Florida

St. Joseph's Women's Hospital, part of BayCare, provides complete obstetrical, perinatal, surgical, gynecological and oncology services. Only St. Joseph's Women's Hospital offers the Shimberg Breast Center, where women receive the most advanced testing and treatment available. With its comfortable labor and delivery suites, extensive childbirth programs, level IV neonatal intensive care unit (NICU) and maternal/fetal program, St. Joseph's Women's Hospital is widely regarded as the place in Tampa to have a baby. The 123-bed hospital is located at 3030 West Dr. Martin Luther King Jr. Boulevard in Tampa, Florida. For more information: BayCare.org/SJWH

St. Joseph's Hospital-North

Lutz, Florida

St. Joseph's Hospital-North, part of BayCare, opened in February 2010 to bring high-quality health care services to North Tampa in an environment to help patients heal. St. Joseph's Hospital-North features all-private patient suites and offers emergency care, an ICU, surgical services, imaging, oncology, gastrointestinal endoscopy, interventional radiology, heart and vascular services, orthopedics, obstetrics, a NICU and more, in a peaceful, relaxing and family-centered environment. The all-digital, state-of-the-art facility is specially designed to make patients and visitors as comfortable as possible during their hospital experience. The 216-bed hospital is located north of Tampa at 4211 Van Dyke Road in Lutz, Florida. For more information: BayCare.org/SJHN

St. Joseph's Hospital-South

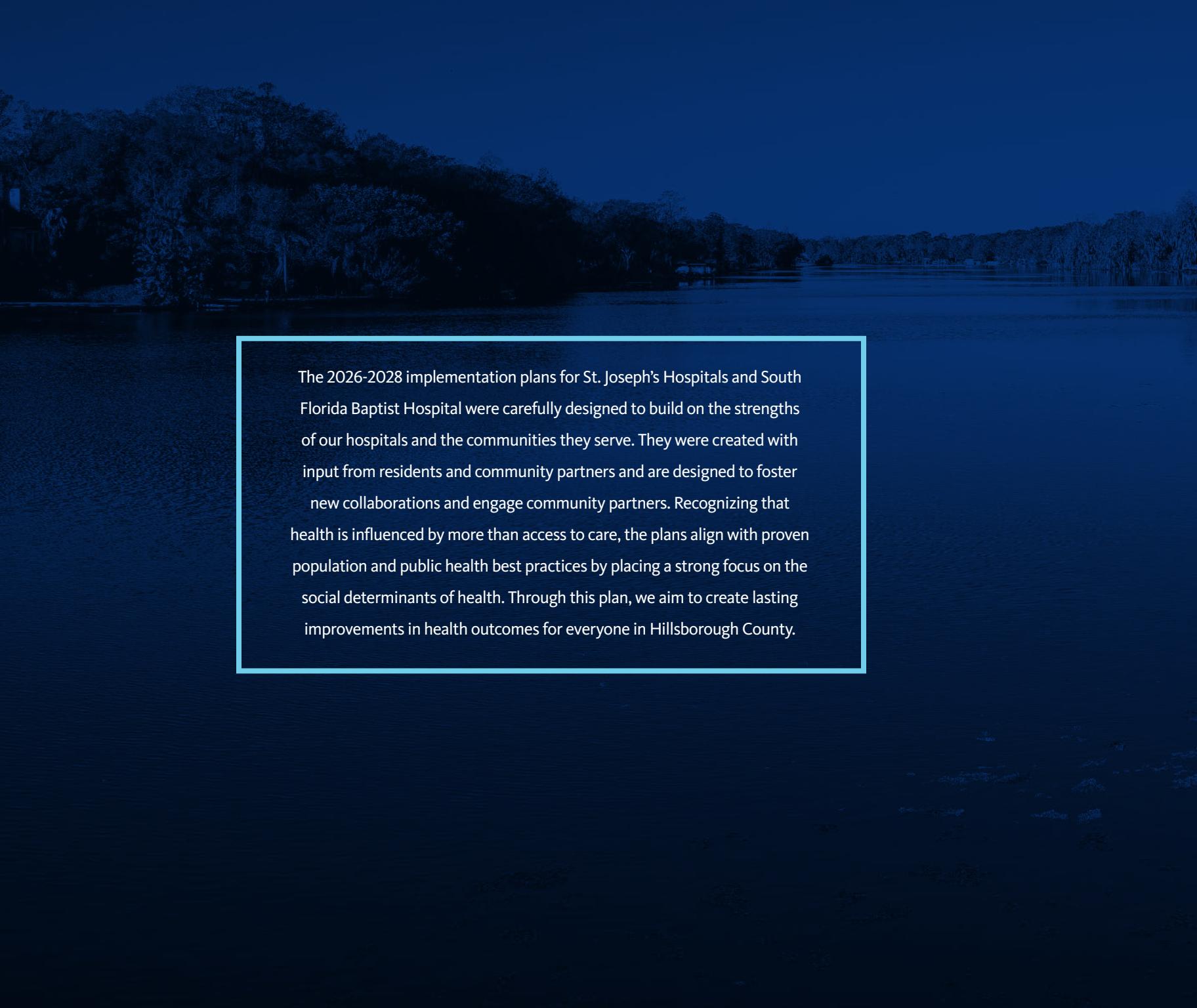
Riverview, Florida

St. Joseph's Hospital-South, opened in February 2015 to bring high-quality health care services to southern Hillsborough County in an environment designed to help patients heal. Part of BayCare, St. Joseph's Hospital-South features all-private patient suites and offers emergency care, surgical services, imaging, intensive care, obstetrics, a NICU, cardiac catheterization and more, in a peaceful, relaxing and family-centered environment. The all-digital, state-of-the-art facility is specially designed to make patients and visitors as comfortable as possible during their hospital experience. The 223-bed hospital is located south of Tampa at 6901 Simmons Loop in Riverview, Florida. For more information: BayCare.org/SJHS

South Florida Baptist Hospital

Plant City, Florida

South Florida Baptist Hospital has served the Plant City community and its surrounding areas for more than 70 years. A founding member of BayCare, the not-for-profit hospital offers a full range of diagnostic, rehabilitative, surgical, therapeutic and women's services. In 2024, a new 146-bed hospital was built at 3202 North Park Road, four miles from its original location on Alexander Street in Plant City. The state-of-the-art facility includes a nine-bed neonatal intensive care unit which opened in October 2025. For more information: BayCare.org/SFBH



The 2026-2028 implementation plans for St. Joseph's Hospitals and South Florida Baptist Hospital were carefully designed to build on the strengths of our hospitals and the communities they serve. They were created with input from residents and community partners and are designed to foster new collaborations and engage community partners. Recognizing that health is influenced by more than access to care, the plans align with proven population and public health best practices by placing a strong focus on the social determinants of health. Through this plan, we aim to create lasting improvements in health outcomes for everyone in Hillsborough County.



