

Community Health Needs Assessment (CHNA) Implementation Plans Pinellas 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.

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Letter From the Presidents

To the communities we serve,

With deep roots in Pinellas 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 Pinellas 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 Pinellas 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 five hospitals in Pinellas—BayCare Alliant Hospital, Mease Countryside Hospital, Mease Dunedin Hospital, Morton Plant Hospital and St. Anthony's 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,



Maya Perez
President,
BayCare Alliant
Hospital



Kelly Enriquez
President,
Mease
Countryside
Hospital and
Mease Dunedin
Hospital



Matt Novak
President,
Morton Plant
Hospital



Scott Smith
President,
St. Anthony's
Hospital

Listening to Pinellas County

Every three years, the All4HealthFL Collaborative engages the community to understand the issues affecting health and well-being in Pinellas 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 Pinellas County in the fall of 2024. The collaborative developed a 71-question survey to capture the health challenges and perceptions of Pinellas 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 Pinellas 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.



Faith Community Nurse Coordinator Kameelah Diggs educates a young woman on blood pressure and heart health at a Ready for Life event in Pinellas County.



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:

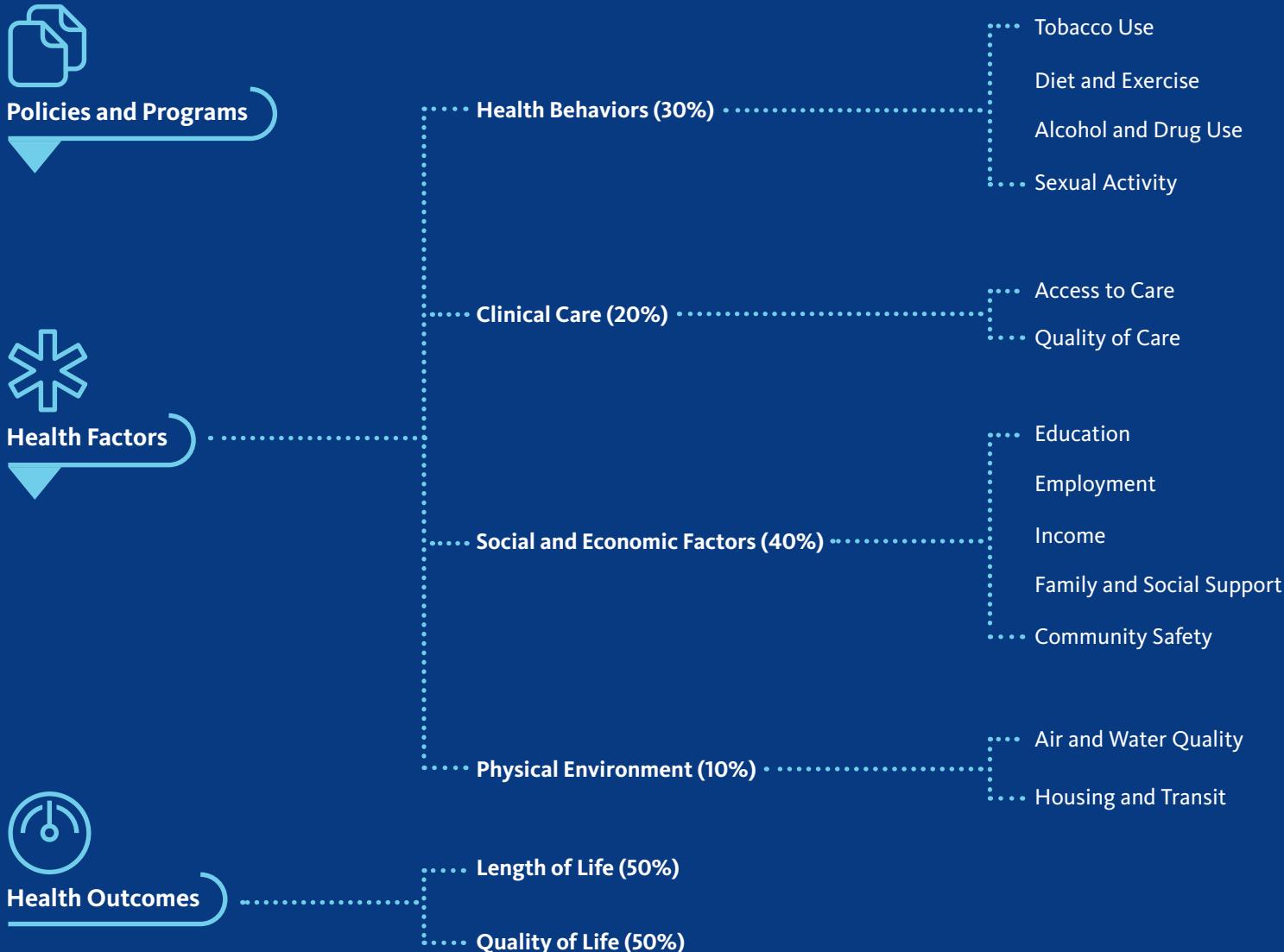
- Access to health and social services
- Behavioral health (including mental health and substance use)
- Exercise, nutrition and weight

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 Pinellas 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 Pinellas 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 Pinellas County's health and well-being, the BayCare Alliant Hospital Board of Directors, the Morton Plant Mease Board of Trustees and the St. Anthony's Hospital Board of Trustees approved strategies and the 2026-2028 implementation plans to drive health improvement outcomes.

The 2026-2028 implementation plans for BayCare's Pinellas 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.



An uninsured Clearwater resident receives a free joint replacement to improve her quality of life and mobility through BayCare's partnership with Operation Walk.



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.

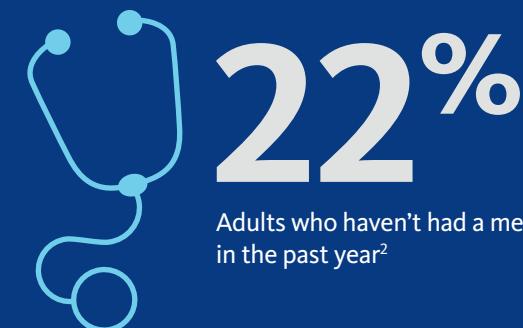
Access to Health and Social Services in Pinellas County

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



48%
Cost

51%
Getting an appointment



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

1,070
Residents for every one primary care physician
(*better than Florida average*)³



26%
Low-income residents under age 65 without health insurance
(*higher than U.S. average*)⁴



7%
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 partnership with FindHelpFlorida.com that enhances the ability to locate, connect with and refer to community resources.
- Support the Medication Assistance Program 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 access to medical and dental services for uninsured residents by supporting several free clinics across Pinellas County.
- Create opportunities to improve maternal and infant health by supporting the Beds 4 Babies and Doula programs at Healthy Start Coalition of Pinellas.
- Support the Homeless Empowerment Program's clinic efforts that address the health needs of their residents.
- Uplift the medical respite program for shelter residents at Pinellas Hope, offering on-site clinical staff that provide follow-up care and education for respite patients.
- Address health and social needs of the Hispanic population through a partnership with Hispanic Outreach Center, offering navigation and referral services.
- Generate employment opportunities for high school seniors to improve long-term career prospects through a job training program with Boys and Girls Club of Greater Tampa Bay.
- Encourage homeowner literacy of Habitat for Humanity homeowners through an online curriculum on special topics such as loan readiness, home repairs and budgeting.
- 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 youth-centered 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

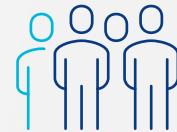
Foster the growth and development of interventions that enhance the community's capacity to address identified behavioral health needs through strategic partnerships.

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 Pinellas County

22%

Depression among adults (*higher than Florida average*)¹



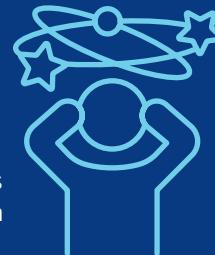
38

Drug overdose deaths per 100,000 population (*higher than Florida average*)²



19%

Adults reporting 14 or more days of poor mental health per month (*higher than Florida average*)³



330

Residents for every one mental health provider (*better than Florida average*)⁴



17

Suicide deaths per 100,000 population (*higher than in Florida and the U.S.*)⁵

20%

Alcohol impaired driving deaths⁶



¹CDC PLACES, 2022.

²FL Health CHARTS, 2023; Deaths from Drug Poisoning.

³County Health Rankings & Roadmaps, 2025.

⁴County Health Rankings & Roadmaps, 2025.

⁵County Health Rankings & Roadmaps, 2025.

⁶County 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 a *Zen Den* in a local high school, 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 connection to treatment for people who use drugs.
- Maintain partnership with Westcare's A Turning Point and Recovery Epicenter Foundation, providing a safe place for people with substance use disorders to receive support and services to begin or continue their recovery journey.
- Offer supportive, temporary housing through the Salvation Army for homeless residents recently discharged from the hospital for behavioral health conditions.
- Continue support for the National Alliance on Mental Illness Pinellas to provide peer training and support services to develop a stronger network of peer support workers for the community.
- Support PARC's existing efforts to provide caregiver respite for families of children with autism, focusing on improving the mental health and well-being of all household members.
- Provide support to the Homeless Empowerment program to expand access to mental health resources for its shelter residents.
- 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 Pinellas 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 individual 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

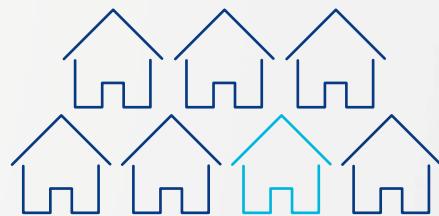
Create opportunities for residents to develop healthy behaviors that address weight and physical activity while ensuring access to nutritious and reliable food sources.

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 grandmother and grandson visit the food pantry supported by BayCare at Pinellas Technical College.



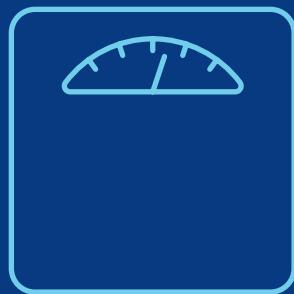
**1 in 7 U.S. households
identify as food insecure¹**

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

Exercise, Nutrition and Weight in Pinellas County

32%

Adults who are obese¹



15%

Children who live in poverty²



13%

Diagnosed diabetes among adults³



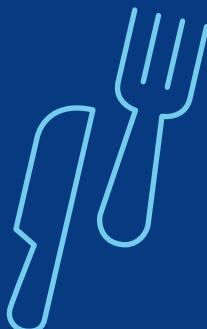
77%

Residents who don't eat enough fruits and vegetables every day⁴



14%

Residents who report being food insecure⁵



¹CDC PLACES, 2022.

²County Health Rankings & Roadmaps, 2025.

³CDC PLACES, 2022.

⁴All4HealthFL Community Health Needs Assessment Survey, 2025.

⁵FL Health CHARTS, 2023. Food Insecurity Rates.

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 partnership with Feeding Tampa Bay, maintain 12 school-based food pantries across Pinellas 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 Pinellas 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.
- Foster relationships with community food pantries that provide access to food and other resources to neighbors in need.
- Continue partnership with the YMCA offering a variety of health and wellness programming including their Diabetes Prevention Program (DPP), EnhanceFitness and Kids Power* programs.
- Continue to support the BayCare Kids Wellness and Safety team's work that provides education and programs focused on nutrition and physical activity for youth.*
- Train elementary school students with the BayCare Kids Wellness and Safety team to participate in the St. Anthony's Triathlon's Meek & Mighty race.*

*Indicates pediatric-specific impact objective



Hospital Information

BayCare Alliant Hospital

Dunedin, Florida

BayCare Alliant Hospital is licensed as a 48-bed, long-term acute care specialty hospital. The hospital provides extended acute care services to patients who require a longer period for medical treatment and recovery. As a “hospital within a hospital,” it offers easy 24-hour accessibility to emergency room physicians, diagnostic testing, radiology, laboratory and surgical services. Part of BayCare, BayCare Alliant Hospital is located at 601 Main Street in Dunedin, Florida. For more information: BayCare.org/BAH

Mease Countryside Hospital

Safety Harbor, Florida

Mease Countryside Hospital is a 387-bed facility committed to improving the health of everyone it serves. The hospital has been nationally recognized and features Centers of Excellence including women's and children's services, heart, cancer, neurosciences and orthopedics. The new Bilheimer Tower increased private patient rooms, added a 30-bed Observation Unit and created the Entel Education Center. Part of BayCare, Mease Countryside Hospital is located at 3231 McMullen Booth Road in Safety Harbor, Florida. For more information: BayCare.org/MCH

Mease Dunedin Hospital

Dunedin, Florida

Established in 1937, Mease Dunedin Hospital is a 120-bed facility committed to improving the health of everyone it serves. In recent years, the hospital added a new critical care unit, a new surgical center with four operating suites, an endoscopy suite, preoperative holding unit and a post-anesthesia care unit that provides functionality, accessibility and peace of mind for patients, visitors and team members. Part of BayCare, Mease Dunedin Hospital is located at 601 Main Street in Dunedin, Florida. For more information: BayCare.org/MDH

Morton Plant Hospital

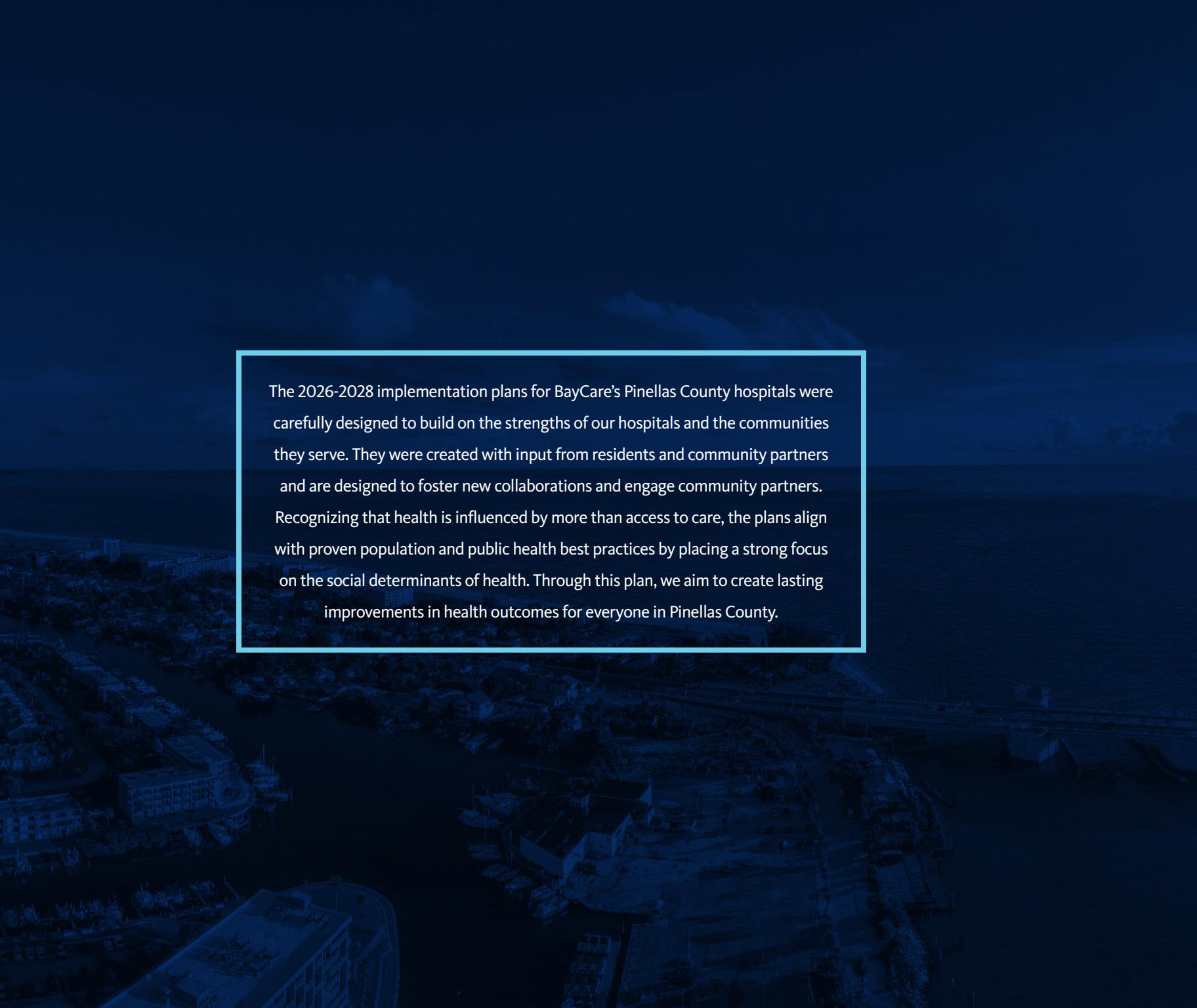
Clearwater, Florida

Since 1916, Morton Plant Hospital has been committed to improving the health of everyone it serves through community-owned health care services that set the standard for high-quality, compassionate care. The 599-bed hospital is proud to offer nationally recognized care delivered in more than 50 specialty areas. Part of BayCare, Morton Plant Hospital offers innovative, accessible and quality services to provide our community with a lifetime of compassionate, convenient care. The hospital is located at 300 Pinellas Street in Clearwater, Florida. For more information: BayCare.org/MPH

St. Anthony's Hospital

St. Petersburg, Florida

St. Anthony's Hospital is a 448-bed hospital founded in 1931 as a ministry of the Franciscan Sisters of Allegany. The hospital has a rich history dedicated to improving the health of the community by providing high-quality, innovative and compassionate care, and recently opened a new patient tower with 90 private rooms. Part of BayCare, St. Anthony's Hospital is located at 1200 Seventh Avenue North in St. Petersburg, Florida. For more information: BayCare.org/SAH

The background of the slide is a dark, grainy aerial photograph of a coastal city at night. The lights from buildings and streets are visible, and the water in the foreground reflects these lights. The overall tone is dark and moody.

The 2026-2028 implementation plans for BayCare's Pinellas County hospitals 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 Pinellas County.





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