

# Community Health Improvement Plan

2023-2025

Flagler & Volusia Counties



March 2023—December 2025

Revised 04/03/23

# Flagler-Volusia CHIP Collaborative Partners

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# Community Health Assessment Executive Summary

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A collaborative group representing Flagler and Volusia Counties worked with its assessment partner Crescendo Consulting Group to complete the regional 2022 Community Health Assessment (CHA). The cross-county collaborative approach was selected due to the multiple agencies providing cross-county services to improve the public’s health in the region. The process was spearheaded primarily by the following partners:

- ◆ AdventHealth
- ◆ SMA Healthcare
- ◆ Flagler Cares/ One Voice for Volusia
- ◆ Flagler County
- ◆ Volusia County
- ◆ DOH-Volusia
- ◆ DOH-Flagler
- ◆ Halifax Health

The Community Health Assessment process included several components:

- ◆ **Leadership Team** – Bi-weekly meetings of leaders from key organizations
- ◆ **Equity Champions** – Five community leaders representing diverse populations
- ◆ **Stakeholder Interviews** – 50 30–60-minute discussions
- ◆ **Community Surveys** – 1,115 Volusia County Surveys and 615 Flagler County Surveys
- ◆ **Focus Groups** – 150 participants in 14 small group discussions across Flagler and Volusia
- ◆ **Secondary Data Review** – Dozens of sources reviewed
- ◆ **Identification of Priorities** – 15 issues initially considered for each county consolidated into three Priority Health Issues
- ◆ **Asset Mapping** – Current resources mapped for each priority area

At the conclusion of the CHA process, the Flagler and Volusia communities developed a succinct, prioritized list of Priority Health Issues.

## Priority Health Issues





# Priority Health Issues

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At the conclusion of the research, data review, community engagement, and prioritization process, three Priority Health Issues were identified encompassing 21 Priority Components. Some components are specific to Flagler or Volusia counties and others are shared by both counties.

## **Access to Behavioral Health Services**

### *Flagler Priorities*

- ◆ Recruit mental health providers
- ◆ Suicide prevention initiatives in middle and high schools
- ◆ Suicide prevention initiatives targeting higher-risk adults (e.g., African Americans)
- ◆ Telehealth capacity for mental health and primary care

### *Volusia Priorities*

- ◆ NA

### *Shared Priorities*

- ◆ Mental health outpatient services for adults
- ◆ Mental health outpatient services for children under 18
- ◆ Outpatient medical and mental healthcare services for children with special needs
- ◆ Behavioral health initiatives to prevent suicide among target populations (e.g., youth)
- ◆ Substance use disorder treatment programs
- ◆ Improve mental health and substance use disorder transition care for inmates being released

## **Economic & Social Barriers**

### *Flagler Priorities*

- ◆ Support for additional affordable, quality housing

### *Volusia Priorities*

- ◆ Access to affordable, quality housing
- ◆ Affordable housing for “cost-burdened” homeowners and renters
- ◆ Workforce needs and labor supply
- ◆ Initiatives supporting households in poverty
- ◆ Increase the percentage of people who have health insurance

### *Shared Priorities*

- ◆ Quality, affordable childcare
- ◆ Childcare services for special needs children

## **System Infrastructure**

### *Flagler Priorities*

- ◆ Initiatives to improve community awareness of available healthcare resources

### *Volusia Priorities*

- ◆ Systemic barriers to health insurance

### *Shared Priorities*

- ◆ Systems to improve the ability of schools, the justice system, healthcare providers, and public health departments to safely share information

# Community Health Improvement Plan Process

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A community health improvement plan (CHIP) is a long-term, living document intended to be updated annually. It is a systematic effort to address public health problems in a community. The CHIP is based on the results of a community health assessment. It is one part of a four-part plan-do-study-act process designed to improve community health. The collaborative CHIP was developed with input from a variety of community partners representing both Flagler and Volusia counties. The plan defines the priorities for the community's health. Community ownership is a fundamental component of community health improvement planning. The CHIP is the community's plan – not the county health department's plan for the community.

Crescendo, a consulting group representing the Flagler-Volusia CHA collaborative, engaged community partners, using data analytics, focus groups, and one-on-one interviews to assess the two-county area's community health needs and assets. The assessment activities met the following goals:

- ◆ Identify community resources, strengths, and barriers.
- ◆ Develop a deeper understanding of community access to care challenges for all populations.
- ◆ Enable partners to convene, discuss, and prioritize opportunities for population health improvement.

The selection of goals and objectives for the CHIP were completed through a series of meetings that included community leaders and stakeholders. The leaders and stakeholders represented the school systems, hospital systems, local government, first responders, community service agencies, mental health providers, and non-profit organizations. Group members participated in a three-stage process to review, rank-order, and share insight regarding the final set of prioritized needs. The prioritization process is outlined below.

- ◆ **Session 1:** The first step asked group members to evaluate a list of needs (via an online survey) derived from primary and secondary research (included in the appendices), and it asked for comments about each of the needs.
- ◆ **Session 2:** The second step also asked participants to evaluate the same or similar list of needs, but on it, they saw colleagues' comments from the Session 1 survey. The purpose was to provide additional insight to respondents when making the evaluation of each of the needs.
- ◆ **Session 3:** The third step was an in-person meeting in April 2022. During the meeting, participants discussed the results of the first two rounds of the prioritization process, identified anything that may have been missed, and reviewed a consolidated list of five core community needs. Not that each of the top 15 high-priority community needs were nested within five core needs.

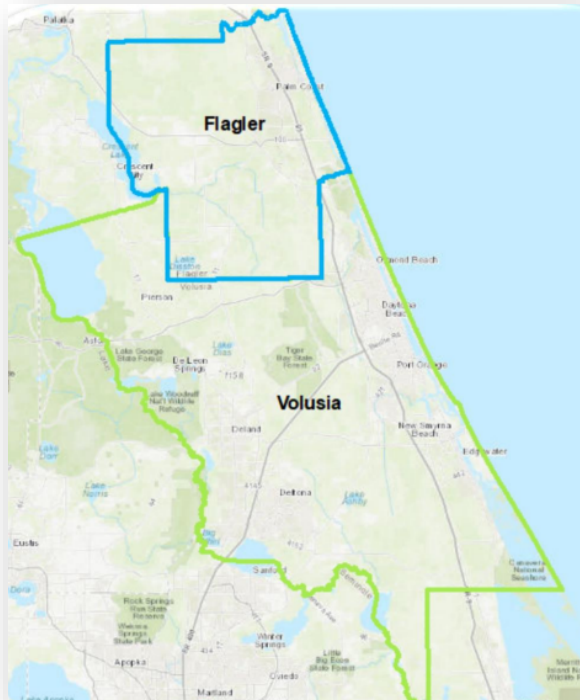
After the third session, the leaders of the Collaborative CHIP reviewed notes from the prioritization discussion and solidified priorities.

# Flagler & Volusia County Demographics

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The Flagler-Volusia area has a combined population of nearly 700,000, with Flagler accounting for 110,000 residents and Volusia accounting for 540,000 residents in 2019. The area is served by two major health care systems, multiple community-based organizations, and two county health departments. The two-county area is shown in the map below.

The total population of the area has expanded rapidly over the last 10 years, with Flagler County's population increasing nearly 20% from 2010 to 2019. This was approximately one-third higher than the statewide rate of growth. Volusia County's population increased by 8.2% during this same time period.



Located on the northeast coast of Florida, Flagler County is 31 miles south of St. Augustine and 24 miles north of Daytona Beach. The county is comprised of five municipalities – Beverly Beach, Bunnell, Flagler Beach, Marineland and Palm Coast. The municipalities have incorporated roughly 48 percent of the land area within Flagler County. While the majority of the county's population lives in Palm Coast, the city of Bunnell has the largest land mass. The remaining 52 percent of the land is within the unincorporated area of Flagler County.

The Atlantic Ocean beachfront is 18 miles long with pristine beaches. There are more than 40 parks and preserves, as well as 90+ miles of trails for hiking, biking and paddling. Flagler County is a desirable location for tourists, visitors, residents and businesses alike.

Stretching along 47 miles of the Atlantic Coast and west to the St. Johns River lies Volusia County. Located at the intersection of the I-4 and I-95 corridors, Volusia County is roughly the size of Rhode Island and sits about 50-miles northeast of Orlando, 60 miles north of the Kennedy Space Center, and 90 miles south of Jacksonville.

Volusia County is geographically separated into east and west, and in some areas almost literally divided by wetlands. Volusia County has 16 cities--the city of Deltona, on the west, is the largest in population and Daytona Beach, on the east, ranks second, while unincorporated Volusia County makes up about one-fifth of the population. Volusia County is home to many parks, rivers, waterways, museums and historic locations. It also houses many major attractions and events such as Bike Week, the Daytona International Speedway, and the Jackie Robinson Ballpark.

# CHA Components

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## Leadership Team

The leadership team included partners in various community engagement positions, for example, hospitals, public health departments, community-based organizations, and local government. The following individuals served within organizations representing populations disproportionately affected by conditions that create poorer health outcomes. These individuals helped guide the CHA process.

| Name             | Organization & Title   |
|------------------|--|
| Ida Babazadeh    | AdventHealth Central Florida Division, North Region, Program Manager, Community Health |
| Carrie Baird     | Flagler Cares, One Voice for Volusia, Chief Executive Officer                          |
| Joyce Bishop     | County of Flagler , Health and Human Services Director                                 |
| Dona Butler      | County of Volusia, Community Services Director   |
| Bill Griffin     | Halifax Health, Director for Strategic Planning  |
| Nicole Sharbono  | SMA Healthcare, Senior Vice President Clinical Services                                |
| Ethan J Johnson  | Department of Health in Volusia County, Assistant County Health Department Director    |
| Lynn A Kennedy   | Department of Health in Volusia County, Program Coordinator                            |
| Deborah McNabb   | AdventHealth Central Florida Division, North Region, Community Benefit Director        |
| Ed Noseworthy    | AdventHealth East Volusia, Chief Executive Officer                                     |
| Gretchen C Smith | Department of Health in Flagler County, Communications Manager                         |
| Robert E Snyder  | Department of Health in Flagler County, Health Officer                                 |



# CHA Components

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## Equity Champions

The collaborative took a unique approach to involving impacted communities in the assessment by creating a team of “Equity Champions” - five individuals who represented diverse populations or adversely impacted communities. Equity Champions informed decisions about what data were collected and how they were interpreted in order to better understand the issues facing those communities, as well as resources or assets to address needs. The Equity Champions are in the table below.

| Name                      | Organization & Title  |
|---------------------------|---|
| Maritza Avila-Vazquez     | Deltona City Commissioner; Vice Mayor, Deltona              |
| Cheryl Massaro            | Director at George Washington Carver Community Center;      |
| Mamie Oatis               | Food Brings Hope, Community Director                        |
| Shelley Ragsdale          | President, Flagler NAACP                                    |
| Dr. Danyell Wilson-Howard | Bethune-Cookman University, Associate Professor; Department |

## Stakeholder Interviews

There were fifty one-on interviews conducted within the two-county area with the stakeholders. These interviews lasted for up to an hour and provided vital qualitative insights. This also allowed for the opportunity to have in-depth discussions concerning community-wide (and county-specific) strengths and barriers to attaining the highest level of health for all populations and relevant action steps.

## Community Surveys

The CHA included a quantitative survey of approximately 2,000 individuals across the two-county area. The survey results supplemented the other primary research activities (focus groups, interviews, etc.). Specifically, the confidential survey helped to further inform community members’ perspectives and opinions about community health needs, currently available resources, services that should be added or modified, and ways to help people get the care they need. The survey was disseminated using online and paper questionnaires, and it was offered in two languages (Spanish and English). The questionnaire included closed-ended, need-specific evaluation questions; open-ended questions; and demographic questions.

# CHA Components

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## **Focus Groups**

Thirteen focus group discussions were facilitated. This included multi-county groups. The groups represented local voices and highlighted areas of consensus on community needs. Some of the participants represented groups such as faith-based organizations high-need communities, health care services consumers and general community members.

## **Secondary Data Review**

The secondary data collection portion of the CHA was designed to establish a comprehensive picture of the population's health in the two-county area. By collecting and analyzing data from a breadth of publicly available data sources, direct care providers, proprietary databases, and other sources, the collaborative developed a picture of the two-county population and community health needs by county. Some examples of data reviewed include the American Community Survey, Florida Health CHARTS, County Health Rankings and Roadmaps, and the Law Enforcement Assisted Diversion data.

# CHIP Strategies & Objectives

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## Access to Behavioral Health Services



1. Coordinate Opioid Recovery through implementation of the CORE model.
2. Increase access to behavioral health through collaborative initiatives.

## Economic & Social Barriers



1. Increase access to affordable housing.
2. Build capacity in early intervention systems.
3. Increase access to community wide resources.

## System Infrastructure



1. Increase engagement in care through a cohesive service system.
2. Increase outreach to vulnerable individuals.
3. Improve competencies of customer facing staff.

## Access to Behavioral Health Services



Behavioral health is a term that covers the full range of mental and emotional well-being – from coping with daily life challenges to the often-complex treatment of mental illnesses, such as major depression or bipolar disorder, as well as substance use disorders and other addictive behaviors. Now more than ever, health experts across all fields are recognizing the important link between good behavioral health and good overall health.

**See Appendix A for the full list of partners and action steps.**

**Strategy ABH 1.1:** Implement Coordinated Opioid Recovery (CORe) model in Volusia and Flagler Counties and identify the successful elements that should be sustained and/or expanded countywide. This includes exploring additional funding opportunities.

**Objective ABH1.1a.** By June 2023, enroll 50 individuals in Flagler County medication assisted treatment through Coordinated Opioid Recovery (CORe) outreach and engagement activities.

**Objective ABH1.1b.** By December 2023, evaluate the success of the CORe initiative and identify the components that should be sustained and scaled.

**Objective ABH1.1c.** By December 2025, collaborate with LSF Health Systems, implementing providers, and other key partners to sustain and scale CORe.

**Objective ABH1.1d.** Gather and consolidate behavioral health services information using the County of Volusia’s Opioid Prevention Coordinator and the Volusia Helps App information sharing platform by December 31, 2023.

**Objective ABH1.1e.** Assist 50 individuals in Volusia County through the Drug Abuse Response Team (DART) Outreach by June 2023.

## Access to Behavioral Health Services



**Strategy ABH 1.2:** Increase access to behavioral health care through collaborative initiatives to increase the number of providers (organizations and private practitioners) who accept commercial insurance, Medicaid and Medicare, Additionally, connect providers, organizations and consumers to care through a neutral business development position.

**Objective ABH 1.2a.** Convene an exploratory meeting in December by 2023 with private practitioners and smaller providers to determine the interest in a co-op approach to credentialing, billing and back-office functions to expand system capacity.

**Objective ABH 1.2b.** By December 2023, develop a position description and business plan for a neutral Business Development role and seek an organizational host and funding for the position



Access to Behavioral  
Health Services



**Strategy ABH 1.3:** Develop and support a school-based substance use prevention and intervention programs.

**Objective ABH 1.3a.** Implement a new substance use prevention/intervention program for Flagler Schools students by February 1, 2023.

**Strategy ABH 1.4:** Create A Day Treatment Program in Flagler County.

**Objective ABH 1.4a.** Create a day treatment program for school-aged youth in Flagler County by December 31, 2025.

## Access to Behavioral Health Services



**Strategy ABH 1.5:** Increase access to and coordination of behavioral health services through an expanded use of the LINC Flagler Volusia referral management system.

**Objective ABH 1.5a.** Increase access to and coordination of behavioral health services through an expanded use of the LINC Flagler Volusia referral management system by increasing the number of organizations in the network by 15% by December 2025.

**Objective ABH1.5b:** By December 2025, establish four new use cases for LINC as a referral management and care coordination system.

## Economic & Social Barriers



Social and economic factors, such as income, education, employment, community safety, and social supports can affect how well and how long we live. These factors affect our ability to make healthy choices, afford medical care and housing, manage stress, and more. Healthy People 2030 focuses on improving health and safety in the places where people live, work, learn, and play.

**See Appendix B for the full list of partners and action steps.**

**Strategy ESB 2.1:** Increase access to affordable housing.

**Objective ESB 2.1a:** By December 2025, add an additional 150 affordable housing units in Volusia County.

**Strategy ESB 2.2:** Build capacity in the early intervention system for children under age 5.

**Objective ESB 2.2a:** From January 2023 to December 2025, reach 4,000 families annually with education and awareness activities utilizing developmental screenings to increase understanding of child development, systems of care and increase self-advocacy.

**Objective ESB 2.2b:** By December 2025, implement a pilot project to increase the referral completion rate for assessments and/or interventions after an Ages and Stages Questionnaire (ASQ) result demonstrates a concern.

**Objective ESB 2.2c:** By December 2025, explore coordination between 0-5 service systems and K12 systems for children with identified special needs.

## Economic & Social Barriers



**Strategy ESB 2.3.** Develop and implement a food insecurity collaborative for shared efforts.

**Objective ESB 2.3a:** By December 2023, convene organizations working to address food insecurity to share opportunities for coordinated efforts, reduce duplication, and maximize existing resources to serve additional people in need

**Objective ESB 2.3b:** By December 2025, build community-wide-food-focused resources that link across multiple access points, including two new publicly available tools, and develop an informational campaign to include trainings to inform the community on accessing benefits such as SNAP and engaging them in other social services to address their needs holistically.

## System Infrastructure



Public health infrastructure includes systems, competencies, frameworks, relationships, and resources and provides the necessary foundation for all public health services. A strong infrastructure relies on a capable and qualified multi-disciplinary team that addresses workforce development and training, data, and information sharing, planning and partnerships.

**See Appendix C for the full list of partners and action steps.**

**Strategy SI 3.1:** Design and implement a multi-faceted approach to leverage technology to create a more cohesive service system to increase engagement in care.

**Objective SI 3.1a:** By December 2024, convene organizations currently leveraging technology in Volusia and Flagler Counties for the purpose of connecting systems of care to explore data sharing, cross promotion, and integrations.

**Strategy SI 3.2:** Develop an initiative to engage university and college students in public health and social service strategies to include outreach and engagement of vulnerable individuals in appropriate services.

**Objective SI 3.2a:** Design and implement an internship rotation that engages students annually (January 2023-December 2025) from local colleges and universities in public health and social service programs culminating in final presentations. These programs will include key CHIP partners.



## System Infrastructure



**Strategy SI 3.3:** Implement an initiative to strengthen the competencies of customer facing staff members across the community to provide navigation and support to all individuals they encounter—creating a cohesive “no wrong door” community.

**Objective SI 3.3a:** Use Health & Human Services Summit and One Voice for Volusia coalition meetings to conduct focus groups on branding and training of Culture of Care with at least 40 individual community providers by December 2023.

**Objective SI 3.3b:** Establish a platform for a Connection Hub concept and have at least 10 pilot organizations onboarded into the communication tool by December 2023.

**Objective SI 3.3c:** Develop a Culture of Care training/advocacy campaign and pilot with at least 20 individuals by December 2024.

**Objective SI 3.2d:** Build resource directories and additional tools via the Connection Hub to enhance customer-facing staff’s ability for creation of a no-wrong door culture by December 2024.

# CHIP Monitoring & Revisions

The CHIP Leadership Team will meet semi-annually to report on the progress of each strategic objective. Stories related to CHIP activities and strategy accomplishments will be shared with the community using Volusia County’s mySidewalk dashboard at VolusiaHealth.com/data. Additionally, the Department of Health in Volusia County’s Performance Management staff will use the mySidewalk application to monitor the overall progress of the Flagler-Volusia CHIP and suggest modifications when needed. The Flagler-Volusia CHIP is intended to be an adaptive plan that changes as new complexities emerge within our local public health system. The CHIP Leadership Team will revise the plan to fit the public health needs of two-county region as changes occur. In addition to semi-annually reporting, monitoring, and revising, the CHIP Leadership Team will engage in an annual CHIP performance review prior to March 31st of each year of the plan. This review will detail annual CHIP accomplishments and changes made to objectives and/or strategies.



# Appendices

## Appendix A: Access to Behavioral Health Services Activity Action Plan

| Goal ABH1. Implement Coordinated Opioid Recovery (CORE) model in Volusia and Flagler Counties and identify the successful elements that should be sustained and/or expanded countywide. This includes exploring additional funding opportunities. |  |   |  |          |   |             |
|---|--|---|--|----------|---|-------------|
| Objective Number  | Objective  | Lead                                    | Partners   | Baseline | Target Value  | Target Date |
| ABH1.1a   | By June 2023, enroll 50 individuals in Flagler County in medication assisted treatment through Coordinated Opioid Recovery (CORE) outreach and engagement.   | DOH-Flagler                             | Outreach Community Care Network, Flagler County Fire Rescue (Community Paramedics) and Advent Health Palm Coast  | 0        | 50 individuals  | 6/2023      |
| ABH 1.1b  | By December 2023, evaluate the success of the CORE initiative and identify the components that should be sustained and scaled.   | DOH-Volusia, DOH-Flagler, Flagler Cares | SMA Healthcare, Halifax Hospital, Daytona Beach Fire, Flagler OARS (open Arms Recovery Services), Outreach Community Care Network and Flagler County Fire Rescue (Community Paramedics), Advent Health Palm Coast. | NA       | County specific outcome evaluations                                       | 12/2023     |
| ABH 1.1c  | By December 2025, collaborate with LSF Health Systems, implementing providers, and other key partners to sustain and scale CORE.   | DOH-Volusia, DOH-Flagler, Flagler Cares | SMA Healthcare, Halifax Hospital, LSF, Flagler OARS, Outreach Community Care Network and Flagler County Fire Rescue.   | NA       | New Collaborations  | 12/2025     |
| ABH 1.1d  | Gather and consolidate behavioral health services information using the County of Volusia's Opioid Use Prevention Coordinator and the Volusia Helps App information sharing platform by December 31, 2023. | County of Volusia                       | One Voice for Volusia, DOH-Volusia   | NA       | Consolidation of behavioral health services information in Volusia County | 12/31/2023  |
| ABH 1.1e  | Assist 50 individuals in Volusia County through Drug Abuse Response Team (DART) Outreach by June 2023.   | DOH-Volusia                             | Daytona Beach Fire   | 0        | 50 individuals  | 12/31/2023  |

**Goal ABH 1.2 Expand Coordinated Networks of Care, Increase access to behavioral health care through collaborative initiatives to increase the number of providers (organizations and private practitioners) who accept commercial insurance, Medicaid, and Medicare. Additionally, connect providers, organizations, and consumers to care through a neutral business development position.**

| Objective Number | Objective   | Lead          | Partners                             | Baseline | Target Value  | Target Date |
|------------------|---|---------------|--------------------------------------|----------|---|-------------|
| ABH 1.2a         | Convene an exploratory meeting by December 2023 with private practitioners and smaller providers to determine the interest in a co-op approach to credentialing, billing and back-office functions to expand system capacity. | Flagler Cares | Flagler Cares, One Voice for Volusia | NA       | Exploratory Meeting                                   | 12/31/2023  |
| ABH 1.2b         | By December 2023, develop a position description and business plan for a neutral Business Development role and seek an organizational host and funding for the position.  | Flagler Cares | Flagler Cares, One Voice for Volusia | 0        | 1 Position Description<br>1 Business Development Plan | 12/2023     |

**Goal ABH 1.3 Develop, and support school-based substance use prevention and intervention programs.**

| Objective Number | Objective   | Lead          | Partners   | Baseline | Target Value  | Target Date |
|------------------|---|---------------|--|----------|---|-------------|
| ABH 1.3a         | Reestablish partnership with Volusia County Schools to expand behavioral health education opportunities by December 2023. | AdventHealth  | DOH-Volusia (School Health)                              | NA       | Reestablished partnership                           | 2/1/2023    |
| ABH 1.3b         | Implement a new substance use prevention/intervention program for Flagler Schools students by February 1, 2023.           | Flagler Cares | Flagler Schools, DOH-Flagler, EPIC Behavioral Healthcare | 0        | 1 new substance use prevention/intervention program | 2/1/2023    |

**Goal ABH 1.4 Create a Day Treatment Program in Flagler County.**

| Objective Number | Objective  | Lead          | Partners        | Baseline | Target Value            | Target Date |
|------------------|--|---------------|-----------------|----------|-------------------------|-------------|
| ABH 1.4a         | Create a day treatment program for school-aged youth in Flagler County by December 31, 2025. | Flagler Cares | Flagler Schools | 0        | 1 day treatment program | 12/31/2025  |

**Goal ABH 1.5 LINC Flagler Volusia, Increase the access to and coordination of behavioral health services through an expanded use of the LINC Flagler Volusia referral management system.**

| Objective Number | Objective  | Lead          | Partners                       | Baseline                                | Target Value                            | Target Date |
|------------------|--|---------------|--------------------------------|---|---|-------------|
| ABH 1.5a         | LINC Flagler Volusia, Increase the access to and coordination of behavioral health services through an expanded use of the LINC Flagler Volusia referral management system by increasing the number of organizations in the network by 15% by December 2025. | Flagler Cares | NA                             | 29 organizations in LINC as of 12/31/22 | 15% Increase (33 organizations in LINC) | 12/2025     |
| ABH 1.5b         | By December 2025, establish four new use cases for LINC as a referral management and care coordination system  | Flagler Cares | Existing Network Organizations | 4                                       | 8                                       | 12/2025     |



## Appendix B: Economic & Social Barriers Activity Action Plan

| Goal ESB 2: Increase access to affordable housing.                                     |  |   |   |          |   |             |
|--|--|---|---|----------|---|-------------|
| Objective Number   | Objective  | Lead  | Partners  | Baseline | Target Value                            | Target Date |
| ESB 2.1a   | By December 2025, add an additional 150 affordable housing units in Volusia County.  | County of Volusia   | Volusia-Flagler Coalition for the Homeless  | Unknown  | Additional 150                          | 12/2025     |
| Goal ESB 2.2 Build capacity in the early intervention system for children under age 5. |  |   |   |          |   |             |
| Objective Number   | Objective  | Lead  | Partners  | Baseline | Target Value                            | Target Date |
| ESB 2.2a   | From January 2023 to December 2025, reach 4,000 families annually with education and awareness activities utilizing developmental screenings to increase understanding of child development, systems of care and increase self-advocacy. | Early Learning Coalition of Flagler and Volusia               | Easterseals of Northeast Central Florida, Thrive by Five Collaborative (One Voice for Volusia), Mid Florida Head Start, Healthy Start Flagler Volusia | NA       | 4,000 annually                          | 12/2025     |
| ESB 2.2b   | By December 2025, implement a pilot project to increase the referral completion rate for assessments and/or interventions after an Ages and Stages Questionnaire (ASQ) result demonstrates a concern.                                    | Early Learning Coalition of Flagler and Volusia/ Help Me Grow | ELC, Easterseals, Healthy Start, Mid Florida Head Start, LINC Flagler Volusia (Flagler Cares), thrive by five   | 0        | 1 pilot project                         | 12/2025     |
| ESB 2.2c   | By December 2025, explore coordination between 0-5 service systems and K12 systems for children with identified special needs.   | Early Learning Coalition of Flagler and Volusia               | Easterseals of Northeast Central Florida, thrive by five collaborative (One Voice for Volusia)  | NA       | Increased understanding of coordination | 12/2025     |

**Goal 2.3 Develop and implement a food insecurity collaborative for shared efforts.**

| Objective Number | Objective  | Lead              | Partners   | Baseline | Target Value                                   | Target Date |
|------------------|--|-------------------|--|----------|--|-------------|
| ESB 2.3a         | By December 2023, convene organizations working to address food insecurity to share opportunities for coordinated efforts, reduce duplication, and maximize existing resources to serve additional people in need.   | County of Volusia | AdventHealth, DCF, DOH-Volusia & Flagler, One Voice for Volusia                | NA       | 1 Food insecurity convening                    | 12/2023     |
| ESB 2.3b         | By December 2025, build community-wide food-focused resources that link across multiple access points, including two new publicly available tools, and develop an informational campaign to include trainings to inform the community on accessing benefits such as SNAP and engaging them in other social services to address their needs holistically. | County of Volusia | AdventHealth, DCF, DOH-Volusia & Flagler, Flagler Cares, One Voice for Volusia | NA       | 1 Community-wide food-focused resource network | 12/2025     |

## Appendix C: System Infrastructure Action Plan

| Goal SI 3.1 Design and implement a multi-faceted approach to leverage technology to create a more cohesive service system to increase engagement in care.  |  |  |   |          |   |             |
|--|--|--|---|----------|---|-------------|
| Objective Number   | Objective  | Lead   | Partners  | Baseline | Target Value  | Target Date |
| SI 3.1a  | By December 2024, convene organizations currently leveraging technology in Volusia and Flagler Counties for the purpose of connecting systems of care to explore data sharing, cross promotion, and integrations.  | County of Volusia, Flagler Cares, AdventHealth | One Voice for Volusia   | NA       | 1 convening   | 12/2024     |
| Goal SI 3.2 Develop an initiative to engage university and college students in public health and social service strategies to include outreach and engagement of vulnerable individuals in appropriate services. |  |  |   |          |   |             |
| Objective Number   | Objective  | Lead   | Partners  | Baseline | Target Value  | Target Date |
| SI 3.2a  | Design and implement an internship rotation that engages three students annually (January 2023 – December 2025) from local colleges and universities in public health and social service programs culminating in final presentations. These programs will include key CHIP partners. | DOH- Volusia                                   | DOH-Flagler, Flagler Cares, AdventHealth, County of Volusia, Early Learning Coalition of Flagler, and Volusia | NA       | 3 university/ college students engaged in internship rotation | 12/2025     |

**Goal SI 3.3: Implement an initiative to strengthen the competencies of customer facing staff members across the community to provide navigation and support to all individuals they encounter—creating a cohesive “no wrong door” community.**

| <b>Objective Number</b> | <b>Objective</b>  | <b>Lead</b>           | <b>Partners</b>            | <b>Baseline</b> | <b>Target Value</b>                                  | <b>Target Date</b> |
|-------------------------|---|-----------------------|----------------------------|-----------------|--|--------------------|
| SI 3.3a                 | Use Health & Human Services Summit and One Voice for Volusia coalition meetings to conduct focus groups on branding and training of Culture of Care with at least 40 individual community providers by December 2023. | One Voice for Volusia | DOH-Volusia, Flagler Cares | 0               | 40 community providers                               | 12/2023            |
| SI 3.3b                 | Establish a platform for a Connection Hub concept and have at least 10 pilot organizations onboarded into the communication tool by December 2023.  | One Voice for Volusia | DOH-Volusia, Flagler Cares | 0               | Connection hub platform established/10 organizations | 12/2023            |
| SI 3.3c                 | Develop a Culture of Care training/advocacy campaign and pilot with at least 20 individuals by December 2024.   | One Voice for Volusia | DOH-Volusia, Flagler Cares | 0               | 20 individuals                                       | 12/2024            |
| SI 3.3d                 | Build resource directories and additional tools via the Connection Hub to enhance customer-facing staff’s ability for creation of a no-wrong door culture by December 2024.   | One Voice for Volusia | DOH-Volusia, Flagler Cares | 0               | Resource directories                                 | 12/2024            |

## Appendix D: CHIP Strategy Alignment

| <b>CHIP Objectives</b> | <b>State DOH Health Improvement Plan</b> | <b>Florida Healthy Communities</b> | <b>Healthy People 2030</b> |
|------------------------|--|------------------------------------|----------------------------|
| ABH 1.1a               | MW 3                                     |                                    | SU-07, SU-18               |
| ABH 1.1b               | MW 3                                     |                                    | SU-07, SU-18               |
| ABH 1.1c               | MW 3                                     |                                    | SU-07, SU-18               |
| ABH 1.1d               | MW 3                                     |                                    | SU-07, SU 18               |
| ABH 1.1e               | MW 3                                     |                                    | SU-07, SU 18               |
| ABH 1.2a               |  |                                    |                            |
| ABH 1.2b               |  |                                    |                            |
| ABH 1.3a               | MCH 1.3 MW 1                             |                                    | SU-05, 06, SU-R01          |
| ABH 1.3b               | MCH 1.3 MW 1                             |                                    | SU-05, 06, SU-R01          |
| ABH 1.4a               | MCH 1.3 MW 1                             |                                    | SU-05, 06, SU-R01          |
| ABH 1.5a               | MCH 1.3 MW 1                             |                                    | MHMD-03,04, 05 EMC-D04     |
| ABH 1.5b               | MCH 1.3 MW 1                             |                                    | MHMD-03,04, 05 EMC-D04     |
| ESB 2.1a               | SEC 3.1, SDOH 04                         |                                    | SDOH 4                     |
| ESB 2.2a               | MCH 1.5                                  |                                    | MICH-17 EMC-R01            |
| ESB 2.2b               | MCH 1.5                                  |                                    | MICH-17                    |
| ESB 2.2c               | MCH 1.5                                  |                                    | MICH-17                    |
| ESB 2.3a               | SEC 3.3, 4.2                             |                                    | NSW-01, 02                 |
| ESB 2.3b               | SEC 3.3, 4.2                             |                                    | NWS-01, 02                 |
| SI 3.1a                |  |                                    | HC/HIT-D05, 06, 07         |
| SI 3.2a                |  |                                    | HC/HIT-D05, 06, 07         |
| SI 3.3a                |  |                                    |                            |
| SI 3.3b                |  |                                    |                            |
| SI 3.3c                |  |                                    |                            |
| SI 3.3d                |  |                                    |                            |