



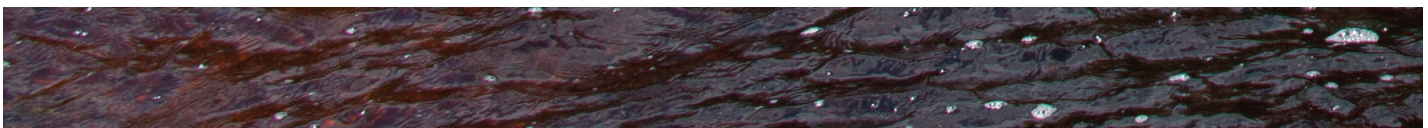
2020-2023



HAMILTON COUNTY

COMMUNITY HEALTH IMPROVEMENT PLAN

PUBLISHED: NOVEMBER 2019





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Executive Summary of the Hamilton County Community Health Improvement Plan 2020-2023

HAMILTON COUNTY COMMUNITY HEALTH IMPROVEMENT PLAN STRATEGIC PRIORITIES AND GOALS

Strategic Priority: Mental Health and Substance Abuse

- Goal I: Decrease alcohol abuse
- Goal II: Increase community resources for mental health services

Strategic Priority: Healthy Behaviors

- Goal I: Reduce modifiable risk factors for chronic diseases and conditions
- Goal II: Reduce tobacco use
- Goal III: Reduce STD rates

Strategic Priority: Healthcare Resource Use

- Goal I: Increase appropriate use of healthcare services
- Goal II: Address barriers to healthcare services

Strategic Priority: Maternal and Infant Health

- Goal I: Increase healthy birth outcomes
- Goal II: Provide Hamilton County infants and children an early, healthy start

In September 2018, the Florida Department of Health in Hamilton County began a new community health assessment and health improvement planning cycle. As has been the practice in Hamilton County, the Mobilizing for Action through Planning and Partnerships (MAPP) framework was employed to assure a comprehensive community health assessment would inform the development of the community health improvement plan. Guided by community partners in the Hamilton County Healthcare Strategic Planning Committee, the MAPP process yielded a wealth of data (see companion documents, [2019 Columbia and Hamilton Community Health Assessment Technical Appendix](#) and [2019 Hamilton County Community Health Assessment](#)) that was used to identify strategic priorities for the coming four years of 2020-2023. The strategic priorities include:

- **Mental Health and Substance Abuse:** Concerns about mental health and substance abuse surfaced in all four MAPP assessments. Both the community and healthcare providers identified mental health and substance abuse as the most important health issues. Further, substance and

alcohol abuse were among the leading behaviors with the greatest negative on health. Secondary data showed that in 2017 Hamilton County residents visited emergency rooms for mental health reasons at rates higher than for the state as a whole. The percentage of Hamilton County adults who reported that poor mental or physical health interfered with activities of daily living was almost twice that of the state rate.

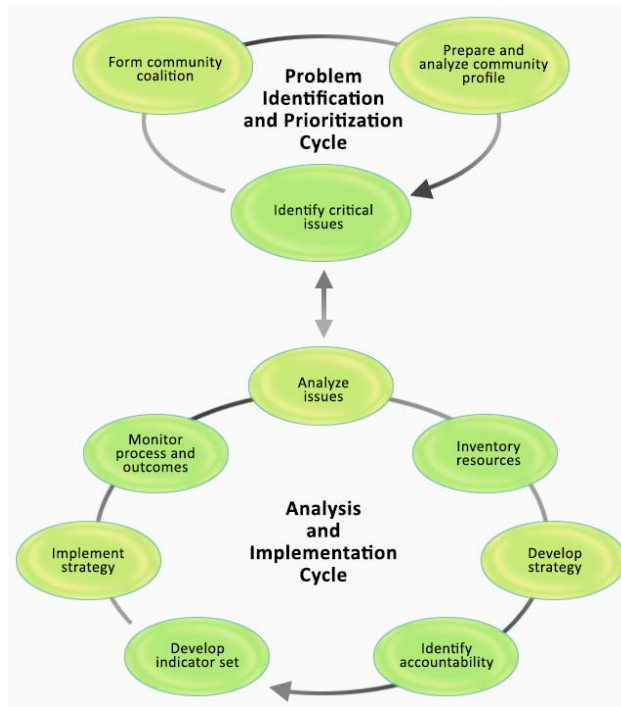
- **Healthy Behaviors:** Much of the chronic disease burden can be attributed to behaviors related to alcohol and tobacco use, lack of physical activity and poor nutrition. Hamilton County adults reported higher than state rates of Diabetes, Coronary Heart Disease, Stroke, Chronic Obstructive Pulmonary Disease and Asthma as well as higher percentages of overweight and obesity, physical inactivity, and tobacco use. Unsafe sex practices contribute to problematic STD rates in Hamilton County.
- **Healthcare Resource Use:** Although access to health care does not necessarily prevent illness, early intervention and long-term management resources can help to maintain quality of life and minimize premature death and disability. Assessment findings point to many barriers to healthcare resource access for Hamilton County residents. Access to healthcare was among the most important health issue concerns among survey respondents. Rates of emergency room use by Hamilton County residents for avoidable causes continues to rise and the capacity to link people to needed services is assessed as low, pointing to gaps in care coordination and health literacy.
- **Maternal and Infant Health:** Infant mortality is an important gauge of population health. In general infant mortality rates can fluctuate widely because of small numbers. However, as recently as 2016, Hamilton County's infant mortality rate was twice that of the state rate. Relatedly, Hamilton County has higher than state rates of births to mothers who received late or no prenatal care. Concerns for the health and safety of Hamilton County children emerged throughout the assessment phases. Among the threats to child health and well-being were homelessness, food insecurity, and exposure to trauma.

Overview of Community Health Improvement Planning

COMMUNITY HEALTH NEEDS ASSESSMENT AND HEALTH IMPROVEMENT PLANNING

In the Institute of Medicine’s (IOM) 1997 publication *Improving Health in the Community*, the community health improvement planning process was described as the required framework within which a community takes a comprehensive approach to improving health. That framework includes assessing the community’s health status and needs, determining health resources and gaps, identifying health priorities, and developing and implementing strategies for action. Notably, in this comprehensive approach there are two cycles; that is, an assessment or problem identification and prioritization cycle followed by an implementation cycle. By 2000 the National Association of County and City Health Officials (NACCHO) in conjunction with the Centers for Disease Control and Prevention’s (CDC) Public Health Practice Office had developed Mobilizing for Action through Planning and Partnerships (MAPP) as a strategic approach to community health improvement.

FIGURE 1: COMMUNITY HEALTH IMPROVEMENT PLANNING FRAMEWORK, IOM, 1997.



Source: J.S. Durch, L.A. Bailey, and M.A. Stoto, eds. (1997) *Improving Health in the Community*, Washington, DC: National Academy Press. Retrieved: August 8, 2019, <https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/chip/main>

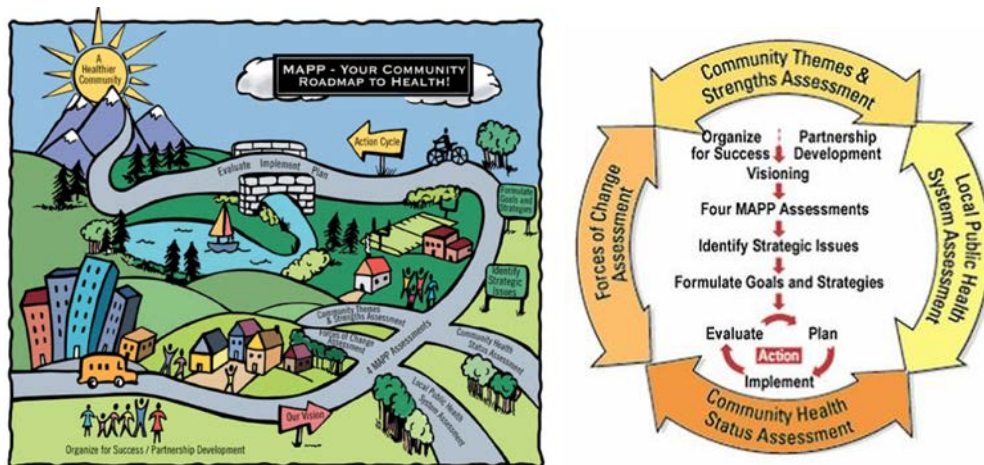
NACCHO and the CDC’s vision for implementing MAPP remains today as "Communities achieving improved health and quality of life by mobilizing partnerships and taking strategic action."

At the heart of the MAPP process are the following core MAPP assessments:

- Community Health Status Assessment
- Community Themes and Strengths Assessment
- Forces of Change Assessment
- Local Public Health System Assessment

The findings from four MAPP assessments inform the detection of common themes and issues in order to identify and prioritize the key community health needs. Prioritized strategic community health issues are documented and addressed in the MAPP action cycle phase to complete the comprehensive health improvement planning cycle.

FIGURE 2: MOBILIZING FOR PLANNING THROUGH PLANNING AND PARTNERSHIPS (MAPP)



Source: National Association of County and City Health Officials (N.D.). *Community Health Assessment and Improvement Planning*. Retrieved August 8, 2019, <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment>

The Public Health Accreditation Board (PHAB), the voluntary accrediting body for public health agencies in the United States, deems community health, community health assessment and health improvement planning as foundational functions and core to the mission of public health. Community health assessment is defined in the PHAB Standards and Measures as a tool “to learn about the community: the health of the population, contributing factors to higher health risks or poorer health outcomes of identified populations, and community resources available to improve the health status.” The community health improvement plan is described as a “long-term, systematic effort to address public health problems on the basis of the results of community health assessment activities and the community health improvement process.” Further, the community health improvement process “involves an ongoing collaborative, community-wide effort to

identify, analyze and address health problems; assess applicable data; develop measurable health objectives and indicators; inventory community assets and resources; identify community perceptions; develop and implement coordinated strategies; identify accountable entities; and cultivate community ownership of the process.” Public Health Accreditation Board (December 2013). *PHAB Standards and Measures*. Retrieved August 8, 2019, <http://www.phaboard.org/wp-content/uploads/SM-Version-1.5-Board-adopted-FINAL-01-24-2014.docx.pdf>

THE ROLE OF SOCIAL DETERMINANTS OF HEALTH AND HEALTH EQUITY IN COMMUNITY HEALTH IMPROVEMENT PLANNING

FIGURE 3: SOCIAL DETERMINANTS OF HEALTH (SDOH).



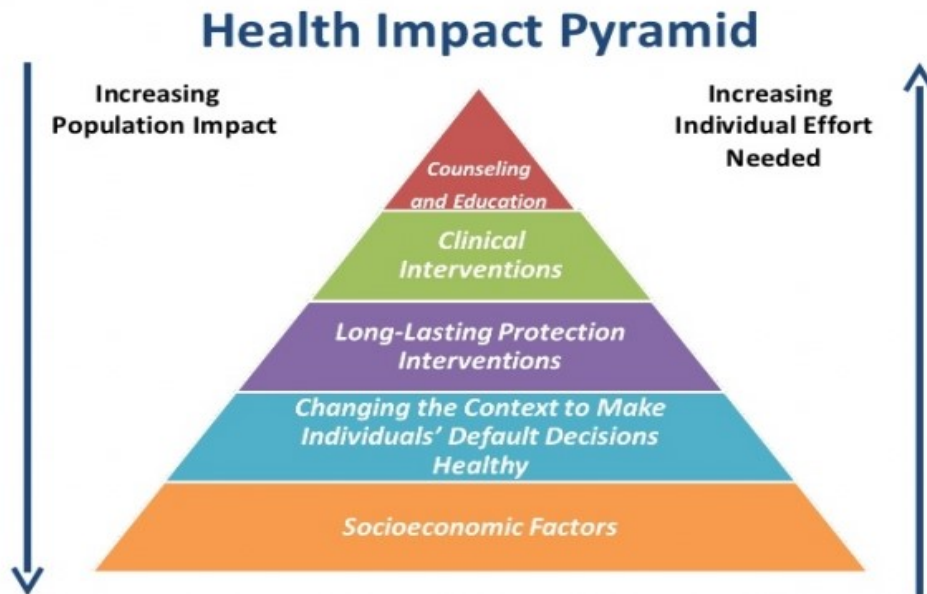
Source: Healthy People 2020: Social Determinants of Health,” Office of Disease Prevention and Health Promotion, Centers for Disease Control and Prevention. Retrieved August 8, 2019, <https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health>

According to the World Health Organization and depicted above by the Centers for Disease Control and Prevention (CDC), the social determinants of health (SDOH) include the “conditions in the environments in which people are born, live, learn, work, play and age that shape and affect a wide range of health, functioning, and quality of life outcomes and risks”. (About Social Determinants of Health,” World Health

Organization, accessed August 8, 2019 http://www.who.int/social_determinants/sdh_definition/en/). The SDOH include factors such as socioeconomic status, education, neighborhood and physical environment, employment and social networks as well as access to health care. Addressing social determinants of health is important for improving health and reducing health disparities. Research suggests that health behaviors such as smoking and diet and exercise, are the most important determinants of premature death. There is growing recognition that social and economic factors shape individuals' ability to engage in healthy behaviors. Evidence shows that stress negatively affects health across the lifespan and that environmental factors may have multi-generational impacts. Addressing social determinants of health is not only important for improving overall health, but also for reducing health disparities that are often rooted in social and economic disadvantages.

The five tier health impact pyramid depicts the potential impacts of different types of public health interventions. Efforts that address the SDOH are at the base of the pyramid, indicating their higher potential for positive impact. Interventions at the pyramid base tend to be effective because of their broad societal reach. CHIP interventions are targeted at all levels to attain the best and most sustainable health benefits.

FIGURE 4: HEALTH IMPACT PYRAMID.



Source: Frieden, T.R. (2010). A framework for public health action: The health impact pyramid. *American Journal of Public Health*, 100(4):590-595. Retrieved August 8, 2019, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2836340/>

Hamilton County Community Health Improvement Plan (CHIP) Process

METHODOLOGY

Development of the Hamilton County CHIP is a continuation of the community health assessment process using the MAPP model. Community health assessment work began in September 2018 and wrapped up in March 2019. The four MAPP phases of Hamilton County’s community health assessment process are briefly described below. Soon after completing the assessment, Hamilton County partners launched into planning for the CHIP process and completing the final two MAPP phases.

MAPP PHASE 1: ORGANIZING FOR SUCCESS AND PARTNERSHIP DEVELOPMENT

To assure a successful community health assessment and health improvement planning process, the Florida Department of Health in Hamilton County engaged partners to plan a process that built upon existing relationships, used resources wisely, and demonstrated a commitment to making positive, collective impact on health and quality of life in Hamilton County. The Hamilton County Community Health Assessment Steering Committee members and their affiliations can be found in the [2019 Hamilton County Community Health Assessment](#) report.

MAPP PHASE 2: VISIONING

At their first meeting in September 2018, the Hamilton County Community Health Assessment Steering Committee members defined health and the characteristics of a healthy Hamilton County through a visioning exercise. Among the categories of attributes were an equitable standard of living, accessible healthcare services, systems and infrastructure that support children and youth, conditions that encourage healthy behaviors and decisions, and supportive leadership. Visioning results are included in the Appendix. The word cloud below depicts terms that were frequently used to define health in Hamilton County.

FIGURE 5: VISIONING WORD CLOUD, HAMILTON COUNTY, 2019



Source: Hamilton County visioning exercise results, September 19, 2018, prepared using WordItOut by Enideo by WellFlorida Council, 2019

MAPP PHASE 3: FOUR MAPP ASSESSMENTS

Each of the four MAPP assessments gathered data to provide a comprehensive picture of health status, health behaviors, and health resources and capacities in Hamilton County. Key findings and highlights from each of the assessments are summarized below.

Local Public Health System Assessment:

The capacity of the Hamilton County local public health system to provide the ten essential public health services was assessed using the Centers for Disease Control and Prevention's (CDC) National Public Health Performance Standard Program instrument. Over the course of two meetings, Hamilton County community partners and stakeholders discussed and scored various competencies. Partners also identified strengths to build on and areas for improvement. Summary scores from the local public health system assessment are as follows:

- One (1) or 10% of essential services was scored at the optimal activity including
 - Essential Service 2: Diagnose and Investigate Health Problems and Health Hazards
- Seven (7) or 70% of essential services were scored at the significant activity level including
 - Essential Service 1: Monitor Health Status to Identify Community Health Problems
 - Essential Service 3: Inform, Educate and Empower People about Health Issues
 - Essential Service 4: Mobilize Community Partnerships to Identify and Solve Health Problems
 - Essential Service 5: Develop Policies and Plans that Support Individual and Community Health Efforts
 - Essential Service 6: Enforce Laws and Regulations that Protect Health and Ensure Safety
 - Essential Service 8: Assure a Competent Public and Personal Healthcare Workforce
 - Essential Service 9: Evaluate Effective, Accessibility and Quality of Personal and Population Health Services
- One (1) or 10% of essential services was scored at the moderate activity level including
 - Essential Service 7: Link People to Needed Personal Health Services and Assure the Provision of Health Care when Otherwise Unavailable
- One (1) or 10% of essential services was scored at the minimal activity level including
 - Essential Service 10: Research for New Insights and Innovative Solutions to Health Problems

Forces of Change:

Hamilton County community partners identified forces and related opportunities and threats, either current or in the future, that could affect or influence health and quality of life in the county, region, state and nation. Through a facilitated discussion they identified trends, factors and events along with the opportunities and threats associated with each. Discussions considered social, economic, political, technological, environmental, scientific, legal and ethical factors, trends and events. The forces of change identified are outlined below.

- Factors
 - Environment including walkability and occupational risks for injury and disease
 - Social factors included school readiness, opportunities and activities for youth, limited sexual health education in schools, and changing cultural influences
 - Technological factors impacted by limited Internet access
 - Economic and social factors combined to impact persistent lack of access to healthcare, high healthcare costs, food insufficiency and lack of public transportation
- Trends
 - Increasing numbers of grandparents raising grandchildren
 - Social isolation among youth
 - Rising rates of substance use and abuse including alcohol, tobacco, and nicotine products
 - More faith-based organizing filling social service gaps
 - Diminishing quality of drinking water
- Events
 - Weather events including hurricanes, extreme heat and flooding
 - Local and state elections
 - Opening of new elementary school

Community Themes and Strengths:

Through the Community Themes and Strengths assessment, the opinions, perspectives and concerns of Hamilton County residents were collected. In addition, input was sought from healthcare and social service providers and other stakeholders. This assessment sought to better understand what is important to the community and barriers and obstacles to obtaining needed services. Almost 100 completed community surveys and 22 provider surveys were analyzed. Results showed that 93 percent of survey respondents felt very or somewhat safe in their communities, 50 percent rated the overall health of Hamilton County residents as somewhat healthy, and 83 percent said substance/drug abuse was the behavior with the greatest negative impact on health in Hamilton County. Other highlights from the analysis are provided below.

The top health concerns of residents and providers included:

- Obesity and overweight
- Substance abuse
- Mental health problems
- Cancer

Healthcare services that were rated as the most difficult to obtain included:

- Emergency room care
- Specialty care
- Urgent care
- In-patient hospital care

Barriers to accessing dental, primary and mental health most commonly cited were:

- Cost
- Insurance-related issues
- Lack of providers

Community Health Status:

A comprehensive review of secondary data for Hamilton County examined demographic and socioeconomic indicators, mortality and morbidity, healthcare access and utilization, and geographic and racial and ethnic disparities. The [2019 Columbia and Hamilton Community Health Assessment Technical Appendix](#) and [2019 Hamilton County Community Health Assessment](#) were developed as part of this assessment and serve as community resources for planning and decision making. The key findings that emerged are highlighted below.

Social Determinants of Health

As described earlier, the SDOH have been shown to have impacts on overall health. In addition, the SDOH can reduce health disparities that are often rooted in social and economic disadvantages. Data show Hamilton County has continuing challenges with the following SDOH-related issues:

- Poverty
- Limited employment opportunities
- Lack of affordable housing
- Education system challenges including school readiness, lack of vocational education and graduation rates
- Social isolation and changing family structures

Health Status

Disease and death rates are the most direct measures of health and well-being in a community. In Hamilton County, as in Florida and the rest of the United States, premature disease and death are primarily attributable to chronic health issues. That is, medical conditions that develop throughout the life course and typically require careful management for prolonged periods of time. While Hamilton County is similar to Florida in many health indicators, some differences exist. In Hamilton County, the leading causes of death rates that are higher than state rates include the five causes listed below.

- Heart Disease
- Cancer
- Diabetes
- Unintentional Injuries including alcohol-related motor vehicle crash deaths
- Chronic Lower Respiratory Disease

Health Behaviors and Conditions that Contribute to Poor Health Outcomes

Health behavior data pointed to serious challenges facing Hamilton County residents. The issues listed below require multi-faceted approaches to improve existing health problems with simultaneous primary prevention strategies to help ensure healthy futures for all segments of the population. The chronic conditions and behaviors that were considered as priority health issues include the following:

- Mental health problems
- Substance and drug abuse
- Tobacco use including e-cigarettes and smokeless tobacco products
- Dental and oral health issues
- Overweight and obesity
- Poor nutrition and food choices
- Late entry into prenatal care
- Child health and safety

Geographic, Racial and Ethnic Disparities

Some disparities were found in the course of Hamilton County's community health assessment process and these preventable differences were given serious consideration and importance in CHIP discussions. Areas of particular concern include:

- Differences in poverty rates for children, adults and between Whites, Blacks and Hispanics by geography
- Differences in mortality rates among Whites, Blacks and Hispanics for Cancer and Heart Disease, and higher death rates for Blacks for Chronic Lower Respiratory Disease.

Health Care Resources and Utilization

Although health insurance and access to health care do not necessarily prevent illness, early intervention and long-term management resources can help to maintain quality of life and minimize premature death and disability. Rural communities such as Hamilton County face many barriers in accessing healthcare services. Utilization and health professional shortage data illuminated the depth of access to care issues in Hamilton County. The major issues fall into the three groups as listed below.

- Inappropriate use of Emergency Departments for routine primary, mental health, and dental care
- Lack of healthcare providers and services, specialty care physicians, and dentists
- Lack of affordable health insurance with sufficient coverage
- Rising costs of health care and prescription drugs
- Barriers to linking people to needed health and social services

MAPP PHASE 4: IDENTIFYING STRATEGIC ISSUES

An essential component of bridging the community health assessment with the development of a community health improvement plan includes identifying strategic issues, formulating goals and strategies

and implementation. These steps are also referred to as MAPP phases four through six. In February 2019, the Hamilton County Community Health Assessment Steering Committee identified strategic priorities. The process included the review of the community health status data, local public health system capacity, community themes and strengths findings from the community and healthcare provider surveys, and forces of change issues. The steering committee discussed the characteristics of strategic priorities to assure a common understanding of their scope, scale, and purpose. Prioritization criteria included issue importance, urgency, impact, feasibility and resource availability. Table 1 below lists the characteristics of each criterion. After the review, discussion, and identification of common themes, members participated in a facilitated consensus workshop process to identify the final strategic priorities. In September 2019, Hamilton County community partners transitioned from the assessment phase to the community health improvement plan development phase of MAPP. Two important actions were taken to bridge the process. The Hamilton County Healthcare Strategic Planning Committee (HSPC) was formed to expand the assessment steering committee and assure representative participation of community stakeholders. A list of the Hamilton County HSPC can be found in the Appendix. Once formed and convened, the HSPC took the second action which was to reconfirm the strategic priority issues.

TABLE 1: CRITERIA FOR RANKING STRATEGIC PRIORITY ISSUES, HAMILTON COUNTY, 2019.

Importance and Urgency	Impact	Feasibility	Resource Availability
<ul style="list-style-type: none"> • Issue severity • Burden to large or priority populations • Of great community concern • Focus on equity 	<ul style="list-style-type: none"> • Potential effectiveness • Cross cutting or targeted reach • Ability to demonstrate progress 	<ul style="list-style-type: none"> • Community capacity • Political will • Acceptability to the community 	<ul style="list-style-type: none"> • Financial costs • Staffing • Stakeholder support • Time

Source: Adapted from National Association of County and City Health Officials (N.D.). *Community Health Assessment and Improvement Planning*. Retrieved August 28, 2019, <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-4-identify-strategic-issues>

Strategic Priority Issue Areas Identified

- Mental Health and Substance Abuse including
 - Alcohol abuse
 - Resources for mental healthcare services
- Healthy Behaviors including
 - Prevention of chronic diseases and conditions
 - Community awareness of resources
 - Tobacco use prevention

- Healthcare Resource Use including
 - Appropriate use of existing services and resources
 - Addressing barriers
- Maternal and Infant including
 - Healthy birth outcomes
 - Early, healthy starts for Hamilton County infants and children

MAPP PHASE 5: FORMULATE GOALS AND STRATEGIES

The purpose of this phase is for community partners to develop goals, identify strategies and write measureable objectives for each of the strategic priority areas. In August 2019, the Hamilton County HSPC met to embark on this work. After reviewing the data and key findings from the four MAPP assessment, the group reconfirmed and refined the strategic priority issue statements, and set a timeline for developing the final CHIP. At a series of in-person meetings and conference calls from August to October, HSPC members dissected the proposed goal statements, enhanced and added strategies and crafted objectives. Evidence-based and promising practices were researched, considered and included as appropriate. To ensure the ability to monitor and report on progress, all objectives include a timeframe, baseline and target performance measure and data source.

MAPP PHASE 6: ACTION CYCLE

The action cycle includes implementation and evaluation as well as opportunities to incorporate continuous quality improvement strategies. The Hamilton County CHIP action cycle is not only guided by the goals, strategies and objectives set through the MAPP process but the action plans developed for CHIP objectives. Progress, challenges, and accomplishments of the Hamilton County CHIP will be monitored and tracked by semi-annual reporting to the HSPC and an annual CHIP review. If appropriate, revisions to the CHIP and/or action plans will be made and documented.

HAMILTON COUNTY COMMUNITY HEALTH ASSESSMENT AND HEALTH IMPROVEMENT TIMELINE

August 2018	Organizational meetings, partner identification, timeline development
September 19, 2018	Community Health Assessment kick-off meeting, visioning
September-December 2018	Secondary data collection and analysis
October 22, November 14, 2018	Local Public Health System Assessment meetings
November-December 2018	Primary data collection via community and healthcare provider surveys
January 16, 2019	Secondary data review and Forces of Change Assessment meeting
February 20, 2019	Community Health Assessment findings and prioritization meeting
July 2019	CHIP organizational meeting, partner identification, timeline development
August 21, 2019	CHIP kick-off meeting and goal, strategy and objective writing workshop

September 4 and 18, 2019	CHIP goal, strategy and objective writing, action plan development
October 16, 2019	Hamilton County HSPC meeting for final CHIP review
November 2019	2020-2023 Hamilton County Community Health Improvement Plan published

Hamilton County CHIP Goals, Strategies and Objectives

The Hamilton County 2019-2023 CHIP focuses on four strategic priority areas. For each priority issue at least one goal has been set and will be addressed by a variety of strategies. Objectives provide the basis for performance and outcome tracking, measuring and reporting. Each goal area has its own action plan with activities, baseline and target data, accountability measures, and progress reporting mechanisms (see Appendix for the action plan template; also see the separate companion action plan document that will be updated at regular intervals).

Strategic Priority: Mental Health and Substance Abuse
Goal I: Decrease alcohol abuse
Strategies: Education and awareness campaigns, outreach events focused on alcohol-free living, address policy and attitudes on access to alcohol for minors
Objectives: <ul style="list-style-type: none"> Decrease the percent of Hamilton County adults who engage in heavy or binge drinking from 15.9 percent to 15.1 percent (five (5) percent reduction) by December 31, 2023 (Baseline: 15.9 percent, Target: 15.1 percent, Data Source: BRFSS, FL CHARTS) Reduce the rate of alcohol-suspected motor vehicle traffic crashes for Hamilton County residents to by 10 percent by December 31, 2023 (Baseline: 101.7 per 100,000, Target: 91.5 per 100,000, Data Source: FL CHARTS)
Goal II: Increase community resources for mental healthcare services
Strategies: Community-wide education on mental health first aid, partner with faith-based communities, child/day care centers, law enforcement and first responders
Objectives: <ul style="list-style-type: none"> By December 31, 2021 provide two (2) Mental Health First Aid training sessions to law enforcement and other first responders (Baseline: 0, Target: 2 trainings, Data Source: event sponsor, DOH-Hamilton Public Health Preparedness Program) By December 31, 2023 provide three (3) Mental Health First Aid trainings to residents of Hamilton County (Baseline: 0, Target: 3, Data Source: DOH-Hamilton Public Health Preparedness Program)
Resources: Hamilton County Alcohol and Other Drug Prevention Coalition, county and city law enforcement partners, Hamilton County School District, Meridian Healthcare, Hamilton County Preparedness Coalition, Florida Department of Health in Hamilton County, funding for mental health services in Hamilton County Schools
Strategic Priority: Healthy Behaviors
Goal I: Reduce modifiable risk factors for chronic diseases and conditions
Strategies: Provide community, family and individual health education and health literacy training and information; implement primary prevention programs/interventions among school-aged children; provide chronic disease self-management education and resources to adults
Objectives: <ul style="list-style-type: none"> Decrease the percent of middle school students who are obese by 10 percent by December 31, 2023 (Baseline: 27.0 percent, Target: 24.3 percent, Data Source: FYTS, Florida CHARTS)

- Decrease the percent of high school students who are obese from 26.7 percent to 24 percent by December 31, 2023 (Baseline: 26.7 percent, Target: 24 percent, Data Source: FYTS, Florida CHARTS)
- By June 30, 2021, increase access to school playground equipment (Baseline: 0 schools with afterhours access, Target: 2 schools with afterhours access, Data Source: Hamilton County School District).

Goal II: Reduce tobacco use

Strategies: Policy change on mass marketing at point of sale, tobacco-free recreational areas and programs and tobacco-free worksites, engage youth in SWAT (Students Working Against Tobacco) chapters, conduct observational studies on tobacco product use

Objectives:

- By December 31, 2022 reduce the percent of middle and high school students who have used cigarettes, cigars, or smokeless tobacco in the past 30 days by 15 percent (Baseline: 13.0 percent, Target: 11.0 percent, Data Source: FYTS, FL CHARTS)
- By December 31, 2022 reduce the percent of middle and high school students who have used electronic vapor products in the past 30 days by 10 percent (Baseline: 10.4 percent, Target: 9.4 percent, Data Source: FYTS, FL CHARTS)
- By December 31, 2022 reduce the percent of middle and high school student who have used flavored smokeless tobacco in the past 30 days by 10 percent (Baseline: 6.1 percent, Target: 5.5 percent, Data Source: FYTS, FL CHARTS)
- By June 30, 2020 establish one (1) policy to counteract tobacco product marketing at the retail point of sale (Baseline: 0 policies, Target: 1 policy enacted, Data Source: Hamilton County Alcohol and Other Drug Prevention Coalition)
- By June 30, 200 establish one (1) policy on tobacco free worksites (Baseline: 0 policies, Target: 1 policy enacted, Data Source: Hamilton County Alcohol and Other Drug Prevention Coalition)

Goal III: Reduce STD rates

Strategies: Comprehensive health education, screening and testing

Objectives:

- Reduce rate of bacterial STDs (chlamydia, gonorrhea, syphilis) by 15 percent by December 31, 2023 (Baseline: 870.4 per 100,000, Target: 739.8 per 100,000, Data Source: FL CHARTS)
- Reduce rate of chlamydia cases by 15 percent by December 31, 2023 (Baseline: 666.4 per 100,000 (98 cases), Target: 566.4 per 100,000 (83 cases), Data Source: FL CHARTS)
- Reduce rate of gonorrhea cases by 15 percent by December 31, 2023 (Baseline: 176.8 per 100,000 (26 cases), Target: 150.3 per 100,000 (22 cases), Data Source: FL CHARTS)

Resources: Hamilton County Alcohol and Other Drug Prevention Coalition, Quit Doc, Suwannee River Area Health Education Center, Hamilton County School District, Florida Department of Health in Hamilton County, University of Florida/Institute of Food and Agricultural Sciences. county and city law enforcement partners, SWAT clubs

Strategic Priority: Healthcare Resource Use

Goal I: Increase appropriate use of healthcare services

Strategies: Education and awareness campaigns, outreach and events focused on use of services

Objectives:

- By December 31, 2023 reduce the rate of Emergency Room use for avoidable causes by Hamilton County residents by 10 percent (Baseline: 262.0 per 1,000, Target: 235.8 per 1,000, Data Source: FL CHARTS)

<ul style="list-style-type: none"> • By December 31, 2020 launch informational campaign about appropriate healthcare resource use (Baseline: 0 campaigns, Target: campaign launched, Data Source: Hamilton County Healthcare Strategic Planning Committee) • By December 31, 2021 host three (3) outreach events that feature the distribution of education materials on appropriate use (Baseline: 0 events focused on appropriate use, Target: 3 events held, Data Source: host organizations and Hamilton County Healthcare Strategic Planning Committee)
<p>Goal II: Address barriers to receiving healthcare</p>
<p>Strategies: Promote appropriate use of public benefit programs for healthcare such as Medicaid and Medicare; education about health insurance purpose, use and related costs (e.g., premiums, deductibles, co-pays); improve language and cultural competence</p>
<p>Objectives:</p> <ul style="list-style-type: none"> • By December 31, 2023 reduce the percent of Hamilton County adults who report they could not see a doctor because of cost by 10 percent (Baseline: 23.4 percent, Target: 21.0 percent, Data Source: BRFSS, FL CHARTS) • By December 31, 2023 increase the percent of Hamilton County adults who have a personal doctor by 15 percent (Baseline: 71.3 percent, Target: 82 percent, Data Source: BRFSS FL CHARTS) • By June 30, 2021 a Hamilton County healthcare resource guide in Spanish will be created and distributed (Baseline: 0 guides in Spanish; Target: 1 guide in Spanish distributed, Data Source: Hamilton County Healthcare Strategic Planning Committee) • By September 30, 2022 five (5) employers in Hamilton County will include healthcare resource information in employee benefits/orientation programs (Baseline: 0 employers include healthcare resource information, Target: 5 employers, Data Source: Hamilton County Healthcare Strategic Planning Committee)
<p>Resources: United Way of Suwannee Valley, Shands Live Oak, Florida Department of Children and Families, Palms Medical Group, North Florida Pediatrics</p>
<p align="center">Strategic Priority: Maternal and Infant Health</p>
<p>Goal I: Increase healthy birth outcomes</p>
<p>Strategies: Promote preconception health and early entry into prenatal care</p>
<p>Objectives:</p> <ul style="list-style-type: none"> • By December 31, 2023, reduce percent of low birthweight births for Hamilton County residents by five (5) percent (Baseline: 10.3 percent, Target: 9.8 percent, Data Source: FL CHARTS) • By December 31, 2023, increase the percent of births to Hamilton County residents with first trimester care by 10 percent (Baseline: 67 percent, Target: 73.7 percent, Data Source: FL CHARTS) • By December 31, 2023, decrease the percent of births to Hamilton County residents with late or no prenatal care by 10 percent (Baseline: 11.3 percent, Target: 12.4 percent, Data Source: FL CHARTS) • By December 31, 2023, decrease the percent of births to Hamilton County mothers who report smoking during pregnancy by 15 percent (Baseline: 12.6 percent, Target: 10.7 percent (FL CHARTS)
<p>Goal II: Provide Hamilton County infants and children an early, healthy start</p>
<p>Strategies: Promote breastfeeding, enrollment in early childhood programs, participation in parenting education</p>
<p>Objectives:</p>

- Increase the percent of Hamilton County mothers who initiate breastfeeding by 10 percent by December 31, 2032 (Baseline: 58.4 percent, Target: 64.2 percent, Data Source: FL CHARTS)
- By December 31, 2020, three (3) Hamilton County childcare centers will be certified as breastfeeding friendly establishments (Baseline: 0, Target: 3, Data Source: Florida Breastfeeding Coalition)

Resources: Healthy Start Coalition, Florida Department of Health in Hamilton County, WellFlorida Council, Pregnancy Care Center, Early Learning Coalition, Florida Diagnostic and Learning Resources System (FDLRS), East Coast Migrant Head Start Project, North Florida Pediatrics

Hamilton County CHIP Alignment with State and National Priorities

The strategic priorities, goals, strategies and objectives in the Hamilton CHIP align with several state and national initiatives. These include the Florida Department of Health’s State Health Improvement Plan for 2017-2021, Healthy People 2020, the U.S. Department of Health and Human Services (HHS) Surgeon General’s Office National Prevention Strategy 2017, and HHS Office of Minority Health National Stakeholder Strategy for Achieving Health Equity. These shared priorities present opportunities for collaboration and collective impact in improving health outcomes and quality of life for Hamilton County residents.

<p>Hamilton County CHIP Objectives</p>	<ul style="list-style-type: none"> • HP 2020 = Healthy People 2020 (bold = exact match of objectives) • Florida SHIP = Florida State Health Improvement Plan, 2017 – 2021 • NPS = National Prevention Strategy • NSS Health Equity: National Stakeholder Strategy for Achieving Healthy Equity
<p>Strategic Priority: Mental Health and Substance</p>	
<p>Decrease the percent of Hamilton County adults who engage in heavy or binge drinking from 15.9 percent to 15.1 percent (five (5) percent reduction) by December 31, 2023 (Baseline: 15.9 percent, Target: 15.1 percent, Data Source: BRFSS, FL CHARTS)</p>	<p>HP 2020: SA-15, SA-16 NPS: Preventing Drug Abuse and Excessive Alcohol Use</p>
<p>Reduce the rate of alcohol-suspected motor vehicle traffic crashes for Hamilton County residents to by 10 percent by December 31, 2023 (Baseline: 101.7 per 100,000, Target: 91.5 per 100,000, Data Source: FL CHARTS)</p>	<p>HP 2020: SA-1, SA-17 NPS: Preventing Drug Abuse and Excessive Alcohol Use</p>
<p>By December 31, 2021 provide two (2) Mental Health First Aid training sessions to law enforcement and other first responders (Baseline: 0, Target: 2 trainings, Data Source: event sponsor, DOH-Hamilton Public Health Preparedness Program)</p>	<p>HP 2020: MHMD-5 Florida SHIP: BH 1.2</p>
<p>By December 31, 2023 provide three (3) Mental Health First Aid trainings to residents of Hamilton County (Baseline: 0, Target: 3, Data Source: DOH-Hamilton Public Health Preparedness Program)</p>	<p>HP 2020: MHMD-5 Florida SHIP: BH 1.2</p>
<p>Strategic Priority: Healthy Behaviors</p>	
<p>Decrease the percent of middle school students who are obese by 10 percent by December 31, 2023</p>	<p>HP 2020: NWS-10 (10.13, 10.14) Florida SHIP: HW 1.1</p>

<p align="center">Hamilton County CHIP Objectives</p>	<ul style="list-style-type: none"> • HP 2020 = Healthy People 2020 (bold = exact match of objectives) • Florida SHIP = Florida State Health Improvement Plan, 2017 - 2021 • NPS = National Prevention Strategy • NSS Health Equity: National Stakeholder Strategy for Achieving Healthy Equity
<p>(Baseline: 27.0 percent, Target: 24.3 percent, Data Source: FYTS, Florida CHARTS)</p>	
<p>Decrease the percent of high school students who are obese from 26.7 percent to 24 by December 31, 2023 (Baseline: 26.7 percent, Target: 24 percent, Data Source: FYTS, Florida CHARTS)</p>	<p>HP 2020: NWS-10 (10.13, 10.14) Florida SHIP: HW 1.1 NPS: Healthy Eating, Active Living</p>
<p>By June 30, 2021, increase access to school playground equipment (Baseline: 0 schools with afterhours access, Target: 2 schools with afterhours access, Data Source: Hamilton County School District).</p>	<p>HP 2020: NWS-11 (11.1, 11.2, 11.3, 11.4) NPS: Active Living</p>
<p>By December 31, 2022 reduce the percent of middle and high school students who have used cigarettes, cigars, or smokeless tobacco in the past 30 days by 15 percent (Baseline: 13.0 percent, Target: 11.0 percent, Data Source: FYTS, FL CHARTS)</p>	<p>HP 2020: TU-2 (2.1, 2.2, 2.3, 2.4) NPS: Tobacco Free Living</p>
<p>By December 31, 2022 reduce the percent of middle and high school students who have used electronic vapor products in the past 30 days by 10 percent (Baseline: 10.4 percent, Target: 9.4 percent, Data Source: FYTS, FL CHARTS)</p>	<p>HP 2020: TU-2 (2.1) NPS: Tobacco Free Living</p>
<p>By December 31, 2022 reduce the percent of middle and high school student who have used flavored smokeless tobacco in the past 30 days by 10 percent (Baseline: 6.1 percent, Target: 5.5 percent, Data Source: FYTS, FL CHARTS)</p>	<p>HP 2020: HP 2020: TU-2 (2.1, 2.3) NPS: Tobacco Free Living</p>
<p>By June 30, 2020 establish one (1) policy to counteract tobacco product marketing at the retail point of sale (Baseline: 0 policies, Target: 1 policy enacted, Data Source: Hamilton County Alcohol and Other Drug Prevention Coalition)</p>	<p>HP 2020: TU-19 (19.1,19.2) NPS: Tobacco Free Living</p>
<p>By June 30, 200 establish one (1) policy on tobacco free worksites (Baseline: 0 policies, Target: 1 policy enacted, Data Source: Hamilton County Alcohol and Other Drug Prevention Coalition)</p>	<p>HP 2020: TU-13 (13.1, 13.2) NPS: Tobacco Free Living</p>
<p>Reduce rate of bacterial STDs (chlamydia, gonorrhea, syphilis) by 15 percent by December 31, 2023 (Baseline: 870.4 per 100,000, Target: 739.8 per 100,000, Data Source: FL CHARTS)</p>	<p>HP 2020: STD-1 (1.1, 1.2, 1.3), STD-6 (6.1, 6.2), STD-7 (7.1, 7.2), STD-8 Florida SHIP: ID 1.1 NPS: Reproductive and Sexual Health</p>

<p align="center">Hamilton County CHIP Objectives</p>	<ul style="list-style-type: none"> • HP 2020 = Healthy People 2020 (bold = exact match of objectives) • Florida SHIP = Florida State Health Improvement Plan, 2017 - 2021 • NPS = National Prevention Strategy • NSS Health Equity: National Stakeholder Strategy for Achieving Healthy Equity
<p>Reduce rate of chlamydia cases by 15 percent by December 31, 2023 (Baseline: 666.4 per 100,000 (98 cases), Target: 566.4 per 100,000 (83 cases), Data Source: FL CHARTS)</p>	<p>HP 2020: STD-1 (1.1, 1.2, 1.3) NPS: Reproductive and Sexual Health</p>
<p>Reduce rate of gonorrhea cases by 15 percent by December 31, 2023 (Baseline: 176.8 per 100,000 (26 cases), Target: 150.3 per 100,000 (22 cases), Data Source: FL CHARTS)</p>	<p>HP 2020: STD-6 (6.1, 6.2) NPS: Reproductive and Sexual Health</p>
<p>Strategic Priority: Healthcare Resource Use</p>	
<p>By December 31, 2023 reduce the rate of Emergency Room use for avoidable causes by Hamilton County residents by 10 percent (Baseline: 262.0 per 1,000, Target: 235.8 per 1,000, Data Source: FL CHARTS)</p>	<p>HP 2020: AHS-9 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>
<p>By December 31, 2020 launch informational campaign about appropriate healthcare resource use (Baseline: 0 campaigns, Target: campaign launched, Data Source: sponsor, Hamilton County Healthcare Strategic Planning Committee)</p>	<p>HP 2020: HC/HIT-8 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 11: Health Communication</p>
<p>By December 31, 2021 host three (3) outreach events that feature the distribution of education materials on appropriate use (Baseline: 0 events focused on appropriate use, Target: 3 events held, Data Source: host organizations and Hamilton County Healthcare Strategic Planning Committee)</p>	<p>Florida SHIP: HE 1.1, HE1.2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 11: Health Communication</p>
<p>By December 31, 2023 reduce the percent of Hamilton County adults who report they could not see a doctor because of cost by 10 percent (Baseline: 23.4 percent, Target: 21.0 percent, Data Source: BRFSS, FL CHARTS)</p>	<p>NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>
<p>By December 31, 2023 increase the percent of Hamilton County adults who have a personal doctor by 15 percent (Baseline: 71.3 percent, Target: 82 percent, Data Source: BRFSS FL CHARTS)</p>	<p>HP 2020: AHS-3, AHS-5, AHS-6 NSS Health Equity: Goal 3 Health System and Life Experience</p>
<p>By June 30, 2021 a Hamilton County healthcare resource guide in Spanish will be created and distributed (Baseline: 0 guides in Spanish; Target: 1 guide in Spanish distributed, Data Source: Hamilton County Healthcare Strategic Planning Committee)</p>	<p>Florida SHIP: HE 1.1, HE1.2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 11: Health Communication</p>

<p align="center">Hamilton County CHIP Objectives</p>	<ul style="list-style-type: none"> • HP 2020 = Healthy People 2020 (bold = exact match of objectives) • Florida SHIP = Florida State Health Improvement Plan, 2017 - 2021 • NPS = National Prevention Strategy • NSS Health Equity: National Stakeholder Strategy for Achieving Healthy Equity
<p>By September 30, 2022 five (5) employers in Hamilton County will include healthcare resource information in employee benefits/orientation programs (Baseline: 0 employers include healthcare resource information, Target: 5 employers, Data Source: Hamilton County Healthcare Strategic Planning Committee)</p>	<p>Florida SHIP: HE 1.1, HE1.2</p>
<p>Strategic Priority: Maternal and Infant Health</p>	
<p>By December 31, 2023, reduce percent of low birthweight births for Hamilton County residents by five (5) percent (Baseline: 10.3 percent, Target: 9.8 percent, Data Source: FL CHARTS)</p>	<p>HP 2020: MICH-8 (8.1, 8.2) Florida SHIP: MCH 1.2 NPS: Reproductive and Sexual Health</p>
<p>By December 31, 2023, increase the percent of births to Hamilton County residents with first trimester care by 10 percent (Baseline: 67 percent, Target: 73.7 percent, Data Source: FL CHARTS)</p>	<p>HP 2020: MICH-10 (10.1) Florida SHIP: MCH 1.2 NPS: Reproductive and Sexual Health</p>
<p>By December 31, 2023, decrease the percent of births to Hamilton County residents with late or no prenatal care by 10 percent (Baseline: 11.3 percent, Target: 12.4 percent, Data Source: FL CHARTS)</p>	<p>HP 2020: MICH-10 Florida SHIP: MCH 1.2 NPS: Reproductive and Sexual Health</p>
<p>By December 31, 2023, decrease the percent of births to Hamilton County mothers who report smoking during pregnancy by 15 percent (Baseline: 12.6 percent, Target: 10.7 percent (FL CHARTS)</p>	<p>HP 2020: MICH-11 (11.3) Florida SHIP: MCH 1.2 NPS: Reproductive and Sexual Health</p>
<p>Increase the percent of Hamilton County mothers who initiate breastfeeding by 10 percent by December 31, 2032 (Baseline: 58.4 percent, Target: 64.2 percent, Data Source: FL CHARTS)</p>	<p>HP 2020: MICH-21 (21.1, 21.2, 21.3, 21.4, 21.5), MICH-24</p>
<p>By December 31, 2020, three (3) Hamilton County childcare centers will be certified as breastfeeding friendly establishments (Baseline: 0, Target: 3, Data Source: Florida Breastfeeding Coalition)</p>	<p>HP 2020: MICH-22 Florida SHIP: HW 1.2</p>

Appendix

This Appendix includes the following sections:

- Hamilton County Healthcare Strategic Planning Committee (HSPC) Members
- Visioning results
- Hamilton County CHIP implementation action plan template

HAMILTON COUNTY HEALTHCARE STRATEGIC PLANNING COMMITTEE MEMBERS

- Jennifer Anchors, United Way
- Brenda Brown, Florida Department of Health in Hamilton County
- Melissa Capps, Florida Department of Corrections
- Tracie Cox, Florida Department of Health in Hamilton County
- Amy Crider, Florida Department of Health in Hamilton County
- Ida Daniels, Hamilton County School Board
- Julie Eveslage, Florida Department of Corrections
- Jeremy Gifford, Florida Department of Health in Hamilton County
- Candace Hampton, Another Way, Inc.
- Erin Harvey, Florida Department of Health in Hamilton County
- Lisa A. Jones, Community Coalition Alliance
- Beth Kerr, University of Florida Institute of Food and Agricultural Sciences (UF/IFAS), 4-H/Family and Consumer Sciences
- Emily Lumpkin, Hamilton County Alcohol and Other Drug Prevention Coalition
- Tom Moffses, Florida Department of Health in Hamilton County
- Candi Morris, Florida Department of Health in Hamilton County, Women, Infants and Children (WIC) Program
- Amber Newsome, Florida Diagnostics and Learning Resources System (FDLRS)/Gateway
- Kathryn Owens, Florida Department of Health in Hamilton County
- Erin Peterson, WellFlorida Council and Healthy Start Coalition of North Central Florida
- Ann Pinello, Florida Diagnostics and Learning Resources System (FDLRS)/Gateway
- Sue Ramsey, Integrity Professional Services
- Marjorie Rigdon, Florida Department of Health in Hamilton County
- Stephanie Simmons, Early Learning Coalition of Florida's Gateway
- Dawn Sims, Florida Department of Health in Hamilton County
- Kelly Stephenson, Florida Department of Corrections
- Lisa Swisher, Florida Department of Health in Hamilton County
- Crystal Workman, Hamilton County Alcohol and Other Drug Prevention Coalition

HAMILTON COUNTY VISIONING RESULTS

Characteristics of a Healthy Hamilton County

Visioning Exercise

September 19, 2018

Standard of living for all residents that includes

- Affordable housing
- Jobs that pay living wages
- Access to sufficient, affordable, nutritious food
- Reliable transportation

Health care services that include

- Mental health care
- Substance use treatment
- Chronic disease prevention and management for diabetes, heart disease, obesity
- Hospital and urgent care
- Telemedicine
- Emergency Medical Services and transport
- Pre-conception and prenatal care for women
- Delivery in ways to eliminate stigmas associated with seeking care and/or assistance

Children and young adults supported and cared for as priority populations by having available

- Good schools, career training and community colleges
- After school programs
- Safe communities
- Teen health education that addresses sexual health and reproduction, sexually transmitted infections, and substance use (drugs, alcohol, tobacco, e-cigs)
- Health care for children including pediatric primary care and affordable health insurance

Healthy behaviors and conditions that support

- Preventing and reducing tobacco use (including e-cigs, smokeless tobacco)
- Preventing and reducing substance use including drugs, alcohol
- Healthy food choices
 - Affordability of nutritious foods
 - Accessibility of foods, elimination of food deserts
 - Awareness of impacts of choices and behaviors
- Physical activity opportunities at community facilities and parks

- Health literacy including knowledge of how and when to use health services and resources
- Personal responsibility for health and motivation to get/stay healthy

Community attributes and resources include

- Leadership that prioritizes health issues
- Preservation of agricultural land, natural resources
- Outreach throughout the community about health issues, informing about available services and resources
- Preparing residents for disasters/emergencies and promoting personal and community resiliency



HAMILTON COUNTY CHIP IMPLEMENTATION ACTION PLAN TEMPLATE

Hamilton County Community Health Improvement Planning (CHIP) Action Plan Template

Strategic Priority: _____

Goal: _____

Objective: _____

Policy change included? Yes No If yes, what policy? _____

Source or Evidence-base of strategy and/or activities: _____

Health equity or health disparity addressed (if applicable): _____

Lead/Champion: (person and agency): _____

Action or Activity <i>(what needs to be done?)</i>	By Whom? <i>(who will take the action?)</i>	By When? <i>(by what date will action be completed?)</i>	Progress Status <i>(what is the current status?)</i>