



Community Health Improvement Plan Annual Report, 2016

Florida Department of Health in Lake County

December 2016

Table of Contents

Introduction	3
Overview of the Community Health Improvement Plan (CHIP)	4
Summary of CHIP Annual Review Meeting.....	5
Strategic Issue Area #1: Community Redevelopment and Partnerships (CR)	5
Strategic Issue Area #2: Access to Care (AC).....	7
Strategic Issue Area #3: Health Finance and Infrastructure (HI)	9
Strategic Issue Area #4: Chronic Disease Prevention (CD).....	9
Strategic Issue Area #5: Health Protection (HP)	10
Revisions	11
Strategic Issue Area #1: Access to Care (AC).....	11
Accomplishments.....	13
Conclusion.....	15

Introduction

This is the annual review report for the 2012 – 2015 Lake County Community Health Improvement Plan (CHIP), in its 2013 revised format with extension through 2016. The activities and collaborative efforts of the Florida Department of Health in Lake County and community partners are reflected within the report. This document serves as a progress review of the strategies that were developed and the activities that have been implemented. While the CHIP is a community driven and collectively-owned health improvement plan, the Florida Department of Health in Lake County provides administrative support, tracking and data collection, and prepares the annual review report.

Overview of the Community Health Improvement Plan (CHIP)

In 2012, the Department of Health in Lake County (DOH-Lake) contracted with the WellFlorida Council, to facilitate a community-wide health strategic planning process using the National Association of City and County Health Official's Mobilizing for Action through Planning and Partnership (MAPP) model. Subject matter experts from across a diverse group of partners formed a MAPP Committee and conducted the four health assessments suggested by the MAPP process. Individually, each assessment yields in-depth analyses of factors and forces that influence population health. Taken together, the assessment findings help prioritize issues and identify resources to improve health and quality of life in Lake County.

A Steering Committee comprised of a diverse leadership group representing agencies and organizations in Lake County was formed set priorities through a facilitated consensus process by looking for crosscutting strategic issues that emerged from the four assessments. As part of the action cycle of the MAPP process, the 2012-2015 Lake County Community Health Improvement Plan (CHIP) was developed. A CHIP is a long-term, systematic effort to address public health problems in a community.

In 2013, the Steering Committee was tasked to review and update the CHIP to align with national and state strategies by incorporating the five strategic issue areas of the State Health Improvement Plan: Community Redevelopment and Partnerships, Health Protection, Chronic Disease Prevention, Access to Care and Health Finance and Infrastructure. See Table 1 below for Strategic Issue Areas with goals developed by a workgroup of subject matter experts, as aligned with the local strategies of the 2012-2015 Community Health Improvement Plan.

TABLE 1. STRATEGIC ISSUE AREA AND GOAL ALIGNMENT CROSSWALK	
STRATEGIC ISSUE AREA	GOAL ALIGNMENT (Local Strategy)
Community Redevelopment and Partnerships (CR)	<i>CR 1. Integrate planning and assessment processes to maximize partnerships and expertise of a community in accomplishing its goals. (Strategies 1.1, 1.2, 1.3)</i>
Access to Care (AC)	<i>AC 2: Improve access to primary care services for Floridians. (Strategies 2.1, 2.2, 3.1)</i>
Health Finance and Infrastructure (HI)	<i>No local strategies selected</i>
Chronic Disease Prevention (CD)	<i>CD 2. Increase access to resources that promote healthy behaviors. (Strategy 3.2, 3.3, 3.5) CD 3. Reduce chronic disease morbidity and mortality. (Strategy 3.4)</i>
Health Protection (HP)	<i>No local strategies selected</i>

After the alignment, the Steering Committee tasked the CHIP Planning Sub-Committee to convene a CHIP Task Force of subject matter experts to develop a three-year plan of action to implement the goals and strategies of the revised CHIP. The activities and measurable objectives for each of the strategies of the CHIP form the implementation plan.

CHIP implementation plan activities are reported on monthly by CHIP Task Force members. The plan is reviewed annually by the Steering Committee and updated as needed to ensure action items are on task and objectives are being met or are on schedule for completion.

Summary of CHIP Annual Review Meeting

The goals and strategies of the Community Health Improvement Plan (CHIP) are not modifiable without a new community engagement process, such as MAPP. A new MAPP process is underway and results in an updated CHIP for 2017-2020. Therefore, the CHIP Sub-Committee approved an extension of the 2012-2015 implementation plan by one year, to coincide with the MAPP timeline. The current CHIP Implementation Plan is scheduled to end in 2016.

At the request of the Steering Committee, the Strategy and Performance Improvement Leadership Team Meeting (SPIL) convened to review progress to date on all goals and strategies, and made decisions regarding revising the plan's objectives and activities. Meetings were held on August 22, September 20, and October 28, 2016 at the Administration Office of the Florida Department of Health in Lake County located at 16140 US Highway 441, Eustis, FL 32726.

Strategic Issue Area #1: Community Redevelopment and Partnerships (CR)

Community partnerships are critical to synergizing community-planning activities so that they positively change the natural and built environment and ultimately improve population health. Integrated planning and assessment processes maximize partnerships and the expertise of a community to help it accomplishing its goals.

Goal: Enhance collaboration regarding information sharing, communication strategies and community education that fosters community acknowledgement of health and healthcare issues and community approaches to addressing these issues.

Strategy 1.1: Form a community collaborative to focus on emerging and ongoing health issues in Lake County and to shepherd community health improvement planning (CHIP) efforts.

Strategy 1.2: participate in the creation of a unified data picture, develop, and distribute materials that, in plain language, inform the public on health and social trends and conditions to motivate Lake County's population to become a prevention prepared community.

Strategy 1.3: Coordinate a community strategic forum to educate Lake County residents on changes in the healthcare industry and how to maximize local resources to better serve the healthcare need of the community.

Key Partners (alphabetical order): Be Free Lake Coalition, Florida Waterman Hospital, Lake County Government, Leesburg Regional Hospital, LifeStream Behavioral Center, School Board of Lake County, Shared Services Network, South Lake Hospital,

Why this is important to our community:

Information sharing, communication, and identification and consensus regarding health issues are cited as a priority issue of the 2012-2016 CHIP. Community-wide teamwork, planning, and participation is highlighted as an opportunity to improve the health of the county.

Objective	Indicator	Current Level	Target	Status	Explanation of Status*
Objectives listed in the CHIP	**this is the space for the indicator used to measure performance/success**	**current value of the indicator as of last reporting**	**Target value set within the CHIP**	** (See box below for explanation)**	**An explanation of the status given (This information may be available in your quarterly reporting tool)
1.1.1 The community collaborative will be formed and start meeting April 2013.	One (1) community collaborative formed for emerging and ongoing health issues	1	1		Complete
1.2.1 Participate annually in the development and data collection for the publication of the "Quality of Life: A Snapshot of Lake County" (QOL) booklet.	Quality of Life (QOL) booklet created annually	1	1		Complete
1.3.1 Coordinate a community collaboration including county and state government, regional hospitals, behavioral health and substance abuse facilities, and local providers to educate Lake County residents on the implementation and potential costs and benefits of the Affordable Healthcare Act by June 2013.	Strategic forum held	1	1		Complete

Strategic Issue Area #2: Access to Care (AC)

Limited access to health care services, including behavioral and oral health care, may contribute to poor health outcomes and high health care costs. Communities can improve access to primary care services by reducing professional health care workforce shortages and improving geographic distribution of the professional health care workforce, as well as by addressing health care service barriers (e.g., payment, enrollment and access impediments) for service providers and care recipients.

Goal: Increase access to primary and specialty care safety net services.

Strategy 2.1: Implement a community approach to attracting more healthcare providers to Lake County, Florida.

Strategy 2.2: Work in collaboration with We Care of Lake County and Lake Sumter Medical Society to encourage more provider participation in safety net healthcare services such as Medicaid as well as serving the uninsured and underinsured population of Lake County.

Strategy 3.1: Divert hospital Emergency Room (ER) visits by working on a community initiative that will secure medical homes for the uninsured and underinsured in Lake County.

Key Partners (alphabetical order): Agency for Health Administration-Regional Medicaid Unit, Chamber Alliance, Lake County Board of County Commissioners, Lake County Government-Office of Economic Development, Lake Health Partnership members, Lake Sumter Medical Society, Municipality Chambers of Commerce, We Care of Lake County

Why this is important to our community:					
The number of general and specialty care providers and availability of safety net services is cited as a priority issue of the 2012-2016 CHIP. Economic development in the healthcare sector and the physician referral network are highlighted as opportunities to improve health infrastructure and access.					
Objective	Indicator	Current Level	Target	Status	Explanation of Status
2.1.1 Work with the local Chambers of Commerce and the Chamber Alliance to adapt current economic development strategies to target the healthcare sector by December 2014.	Economic strategies developed	None	One +		Complete

2.1.2 Work with the Office of Economic Development and Tourism to adapt current economic development strategies to target the health industry in Lake County by December 2014.	Economic strategies developed	None	One +		Complete
2.1.3 Propose a strategic community recruitment plan for healthcare providers and economic development strategies for the health industry in Lake County by June 2015.	Strategic community recruitment plan developed	None	One +		Revised
2.2.2 Increase the percentage of Lake County physicians that participate in We Care of Lake County by 2% by December 2015.	Increase percentage of participating physicians	32%	34%		Revised
3.1.1 Sustain the Lake Health Partnership initiative in collaboration with all free clinics and other health institutions serving the uninsured and underinsured in Lake County to retain and increase access to healthcare and a permanent medical home.	Lake Health Partnership initiative sustained	None	One		Complete

* Status indicators are as follows:

-  = little to no movement towards objective target
-  = some progress towards meeting the objective target
-  = reached or surpassed objective target
-  = objective revised

Strategic Issue Area #3: Health Finance and Infrastructure (HI)

Performance measurement, continuous improvement, accountability and sustainability of the public health system can help to ensure Florida's population is served efficiently and effectively. Highly functioning data collection and management systems, electronic health records and systems of health information exchange are necessary for understanding health problems and threats, and crafting policies and programs to address them.

No local strategies were developed in this strategic issue area.

Strategic Issue Area #4: Chronic Disease Prevention (CD)

Obesity, sedentary lifestyle, tobacco and poor nutrition are risk factors for numerous chronic diseases and they exacerbate others, including heart disease, hypertension, asthma and arthritis. Community services can increase access to resources that promote healthy behaviors and reduce chronic disease morbidity and mortality.

Goal: Reduce the cost of healthcare utilization by focusing on prevention

Strategy 3.2: Promote collaboration with the Central Florida Area Health Education Centers (AHEC) to increase the number of tobacco users' access to cessation opportunities in Lake County.

Strategy 3.3: Provide comprehensive risk reduction strategies to Lake County's adolescents and youth adult to promote behaviors that prevent or reduce the risks of pregnancy, HIV and other Sexually Transmitted Infections.

Strategy 3.4: Offer self-management programs with educational tools to health Lake County residents cope with chronic diseases such as diabetes, heart and lung disease, etc.

Strategy 3.5: Provide preventive dental sealant services to all second graders at Lake County's elementary schools with the highest number of free and/or reduced meal students.

Key Partners (alphabetical order): American Diabetes Association, Central Florida Area Health Education Centers, Center for Disease Control, DOH-Lake Tobacco Program, DOH-Lake Epidemiology staff, Lake County Board of County Commissioners, Lake County School Board and Elementary Schools

Why this is important to our community:					
Appropriate use of healthcare services, personal health issue awareness, and healthy lifestyle choice is cited as a priority issue of the 2012-2016 CHIP. Health education as a preventative measure, particularly targeted to youth, is highlighted as an opportunity to reduce the number of individuals at risk for chronic diseases and the overall cost of healthcare in the community.					
Objective	Indicator	Current Level	Target	Status	Explanation of Status
3.2.1 Provide a home and work jointly on referral for ongoing tobacco cessation classes to be held at least annually.	Tobacco cessation classes held	One annually	One annually		Complete
3.3.1 Conduct Sexual Health and Risk Prevention (SHARP) classes to adolescents and young adults ages 15-24 by December 2013.	SHARP classes conducted	None	One		Complete
3.4.1 Offer a minimum of three (3) educational classes to all Lake County residents by December 31, 2014.	Educational classes held	None	Three		Complete
3.5.1 Offer preventive dental sealants service at a minimum of ten (10) Lake County's elementary schools annually.	Elementary schools participating in the School-based Dental Sealant project	0	10 annually		Complete

* Status indicators are as follows:

-  = little to no movement towards objective target
-  = some progress towards meeting the objective target
-  = reached or surpassed objective target

Strategic Issue Area #5: Health Protection (HP)

All Floridians must be protected from infectious and environmental threats, injuries, and man-made disasters.

No local strategies were developed in this strategic issue area.

Revisions

At the request of the Steering Committee, the Strategy and Performance Improvement Leadership Team Meeting (SPIL) convened to review progress to date on all goals and strategies, and made decisions regarding revising the plan’s objectives and activities.

Revisions to the CHIP Implementation Plan were made by the Steering Committee after careful review of the goals, objectives, strategies and measures of the 2012 – 2016 CHIP.

Recommended changes were made based on the following parameters:

- Availability of data to monitor progress – performance measures that had county-level data available were preferred, etc.
- Availability of resources
- Community readiness
- Evident progress
- Alignment of goals

Revisions are based on a review of the past accomplishments and re-prioritizing of efforts based on reachable goals.

Revision #1: At-Risk Action Items

The SPIL team reviewed the current status of all active action items of the CHIP plan on September 20th, 2016. The team identified eight (8) “At Risk” action items and came to consensus on updates to these action items. An “At-Risk” action is not on schedule and needs some attention; the overall objective of the plan may or may not be affected.

Revision #2: Revisions to Objectives

The Steering Committee tasked the SPIL team with revising two (2) objectives in the implementation plan. The SPIL team reviewed the current status of the objectives and provided the following revisions.

Strategic Issue Area #1: Access to Care (AC)

Goal: Increase Access to Health Services

Strategy 2.1: Implement a community approach to attracting more healthcare providers to Lake County, Florida.

Strategic Objective	Explanation	Decision
The objective being revised	**Provides a brief explanation of this objective**	**SPIL team decision on this objective**
	REVISE this objective.	

Objective 2.1.3: Propose a strategic community recruitment plan for healthcare providers and economic development strategies for the health industry in Lake County by June 2015.	The objective needs to be altered to successfully reach the intention of the strategy. A separate workgroup is requested to be convened to work on the revisions.	No community champions have been identified for this objective and therefore this objective has not been actualized. Objective will be placed on pending status until community champions are identified or objective is replaced by shifting community priorities.
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Strategy 2.2: Work in collaboration with We Care of Lake County and Lake Sumter Medical Society to encourage more provider participation in safety net healthcare services such as Medicaid as well as serving the uninsured and underinsured population of Lake County.

Strategic Objective	Explanation	Decision
The objective being revised	**Provides a brief explanation of this objective**	**SPIL team consensus decision on this objective**
Objective 2.2.2: Increase the percentage of Lake County physicians that participate in WeCare of Lake County by 2% by December 2015.	REVISE this objective. The objective needs to be altered to successfully reach the intention of the strategy. A separate workgroup is requested to be convened to work on the revisions	Objective target has not been reached within specified timeframe. Extend timeframe to 2016. Objective will be placed on pending status until additional root causes are identified by community champions or objective is replaced by shifting community priorities.

Revision #3: Alignment of DOH-Lake Strategic Plan to CHIP

On December 14, 2016, the SPIL team reviewed where goal and strategies overlap within the 2012-2016 CHIP, the 2017-2020 CHIP, and current DOH-Lake agency strategic plan. Primary care access was also identified in the 2017-2020 CHIP, and strategies targeting disparities across all health issues align with the DOH-Lake strategic plan. DOH-Lake program activities in alignment with the 2017-2020 CHIP, include Healthiest Weight initiatives and breastfeeding activities in the Obesity and Food Access/Nutrition health issue.

Revision #4: Transition to 2017-2020 CHIP Plan

On December 14, 2016, a 2017 – 2020 CHIP Goals and Strategies draft was provided for SPIL review and a unanimous vote received to approve the plan as presented. The SPIL team can also elect to include additional goals and strategies into the new plan. However, the SPIL team group consensus was to refrain from inserting any additional goals and strategies into the 2017-2020 CHIP plan at this time. The team unanimously voted to close out the 2012-2016 CHIP and transition to the 2017-2020 plan in its entirety.

Accomplishments

Community-wide strategic planning requires strong organization and a high level of commitment from partners, stakeholders, and the community residents who are recruited to participate. In addition to celebrating individuals and partner organizations, it is important to recognize and celebrate the accomplishments of the partnership as a whole. Below are details of community successes related to Community Health Implementation Plan activities:

Goal	Objective	Community Accomplishment
1. Enhance collaboration regarding information sharing, communication strategies and community education that fosters community acknowledgement of health and healthcare issues and community approaches to addressing these issues.	1.1.1 The community collaborative will be formed and start meeting April 2013.	<i>The Shared Services Network (SSN) forum is a strong county resource with active participation from multiple health issue stakeholders. DOH-Lake is represented in SSN executive and steering committee meetings.</i>
	1.2.1 Participate annually in the development and data collection for the publication of the "Quality of Life: A Snapshot of Lake County" (QOL) booklet.	<i>Quality of Life reports have been published and distributed annually by the Be Free Lake Coalition and can be located on their website.</i>
	1.3.1 Coordinate a community collaboration including county and state government, regional hospitals, behavioral health and substance abuse facilities, and local providers to educate Lake County residents on the implementation and potential costs and benefits of the Affordable Healthcare Act by June 2013.	<i>A strategic forum was held on June 30th, 2013 and was well-received and attended by the community.</i>
Partners are key to the success of any collaborative. By aligning and coordinating efforts across various partners and sectors, efforts and improvements in health are amplified. With partners from various sectors – government, health, academic, nonprofit, and private – the Lake County Shared Services Network is positioned to tackle various health issues collaboratively to ensure residents live longer and healthier lives.		
2. Increase access to primary and specialty care safety net services.	3.1.1 Sustain the Lake Health Partnership initiative in collaboration with all free clinics and other health institutions serving the uninsured and underinsured in Lake County to retain and increase access to	<i>The Lake Health Partnership is a unique collaborative network of public and private healthcare partners dedicated to improving access to primary care homes for the uninsured and underinsured residents throughout Lake County. The initiative has been successful at expanding and coordinating services countywide</i>

	healthcare and a permanent medical home.	<i>for over 40,000 individuals. The partnership continues to sustained itself non-fiscally through bi-monthly collaboration meetings.</i>
<p>The successes of the Lake Health Partnership initiative demonstrates the community's commitment to ensuring access to primary care homes for the uninsured/underinsured and a willingness to work across multiple healthcare agency service areas to coordinate care and improve health outcomes. Reducing avoidable emergency room utilization by frequent users can reduce redundancy, duplication and costs of care to the entire healthcare system.</p>		
3. Reduce the cost of healthcare utilization by focusing on prevention	3.2.1 Provide a home and work jointly on referral for ongoing tobacco cessation classes to be held at least annually.	<i>If a tobacco user that wishes to quit is identified in DOH-Lake direct service operations, the individual is referred to tobacco cessation services. In coordination with the DOH-Lake Tobacco Prevention Program, AHEC classes are held at least annually. Approximately 15 classes were conducted in 2014. A total of 42 tobacco cessation classes were held in FY2015/2016, with 5 of those classes hosted at the FDOH-Lake Administration Building.</i>
	3.3.1 Conduct Sexual Health and Risk Prevention (SHARP) classes to adolescents and young adults ages 15-24 by December 2013.	<i>207 students participated in the SHARP project through June of 2013.</i>
	3.4.1 Offer a minimum of three (3) educational classes to all Lake County residents by December 31, 2014.	<i>DOH-Lake has four years' experience teaching the National Diabetes Prevention Program (NDPP) in Lake County. DOH-Lake has met 16 of 22 program requirements for recognition and is currently in 'pending recognition' status by the Center for Disease Control. Certified and experienced lifestyle coaches have impacted the lives of sixty-three (63) individuals through NDPP and led five classes in ninety-eight (98) sessions to date.</i>
	3.5.1 Offer preventive dental sealants service at a minimum of ten (10) Lake County's elementary schools annually.	<i>The department's local dental program coordinates with Lake County School Board to identify schools participating in the school-based dental sealant project, targeting full service and high poverty schools. The project visited seventeen (17) Lake County elementary schools between October 1, 2013 and September 30, 2014. The project restarted in January 2016 and visited twelve (12) schools, reached 257 students, and placed 611 dental sealants in the 2015-16 school year.</i>

Preventive healthcare are measures taken for disease prevention, as opposed to disease treatment. The reach and expansion of initiatives to address health risk before they manifest into health issues that may cost significantly more health resources demonstrates a community's proactive commitment to helping individuals maintain their health. Implementing evidence-based practices helps ensure that an intervention can demonstrate improved health outcomes, and reduces risk of ineffective or low-impact community efforts.

Conclusion

The Community Health Improvement Plan (CHIP) serves as a roadmap for a continuous health improvement process for the local public health system by providing a framework for the chosen strategic issue areas. It is not intended to be an exhaustive and static document. We will evaluate progress on an ongoing basis through quarterly CHIP implementation reports and quarterly discussion by community partners. We will conduct annual reviews and revisions based on input from partners and create CHIP annual reports each year by Month, Year. The CHIP will continue to change and evolve over time as new information and insight emerge at the local, state and national levels.

By working together, we can have a significant impact on the community's health, improving where we live, work and play and realize the vision of a healthier Lake County.