



2015-2020 COMMUNITY HEALTH IMPROVEMENT PLAN



MANATEE COUNTY, FLORIDA ■ DECEMBER 2015

Prepared by Prevention and Wellness Committee of the Manatee Health Care Alliance, with support by the Florida Department of Health in Manatee

CONTENTS – COMMUNITY HEALTH IMPROVEMENT PLAN

ACKNOWLEDGMENTS	1
Federal Support & Disclaimer.....	1
Community Partners	1
SUMMARY	4
INTRODUCTION	5
Manatee County Community Profile.....	5
Manatee Healthcare Alliance	5
Mobilizing for Action through Planning & Partnerships.....	8
OVERVIEW OF THE 2015 CHA	9
MAPP Phase 1: Organize for Success & Partnership Development	9
MAPP Phase 2: Visioning	10
MAPP Phase 3: The Four Assessments.....	10
OVERVIEW OF THE 2015-2020 CHIP	11
MAPP Phase 4: Identify Strategic Issues.....	11
MAPP Phase 5: Formulate Goals & Strategies.....	14
MAPP Phase 6: Action Cycle	14
Partners & Stakeholders	14
2015 MANATEE COUNTY COMMUNITY SCORECARD	15
SCORECARD STRATEGIC ISSUES SUMMARY	24
2015-2020 CHIP STRATEGY MAP	26
HOW TO USE THE CHIP	29
REFERENCES	30
ABBREVIATIONS	31
STATEMENT OF APPRECIATION	32

ACKNOWLEDGMENTS

Federal Support & Disclaimer

The Florida Department of Health in Manatee County's (DOH-Manatee) facilitation of the 2015 Community Health Assessment ([MHCA 2015](#)) and 2015-2020 Community Health Improvement Plan was supported in part by a Preventive Health and Health Services Block Grant (PHHSBG/CIP), funded by the Centers for Disease Control and Prevention. The contents of this report are solely the responsibility of the author and do not necessarily represent the official views of the Florida Department of Health, the Centers for Disease Control and Prevention, or the Department of Health and Human Services.

Community Partners

Community ownership and broad participation are key components of effective community health assessment (CHA) and community health improvement planning (CHIP). The Prevention and Wellness Committee of the Manatee Health Care Alliance would like to acknowledge and thank the many community partners who contributed time and resources to the 2015 Community Health Assessment in Manatee County and the 2015-2020 Community Health Improvement Plan. Their organizational affiliations are listed below.

American Association of University Women

Blake Medical Center

Centerstone of Florida (formerly Manatee Glens)

Children's Movement of Florida

City of Bradenton

City of Palmetto

Democratic Executive Committee

Democratic Women's Club

Drug Free Manatee (formerly Manatee County Substance Abuse and Prevention Coalition)

Early Learning Coalition Manatee

Eternity Temple

Florida Blue

Florida Department of Health in Manatee County (DOH-Manatee)

Florida RAM

Geraldson Community Farm

Gulfcoast Legal Services

Gulfcoast South Area Health Education Center

Health Council of West Central Florida

Health Links Florida

Healthy Longevity

Healthy Start Coalition of Manatee County

Healthy Teens Coalition
Hope Family Services
Jewish Family & Children's Service
J.O.Y. Fellowship
Josh Provides Epilepsy Assistance Foundation
League of Women Voters of Manatee County
Loving Hands Ministry
Manasota Food Action Council
Manasota Health
Manatee Chamber of Commerce
Manatee Chamber of Commerce, Health Care Committee
Manatee Community Action Agency
Manatee County Emergency Management
Manatee County Housing Authority
Manatee County NAACP
Manatee County Government, Library Division
Manatee County Government, Neighborhood Services
Manatee County Medical Society
Manatee County Ministerial Association
Manatee County Rural Health Services
Manatee County Sheriff's Office
Manatee County Substance Abuse & Prevention Coalition
Manatee County Utilities Department
Manatee County Zero to Five Coalition
Manatee Diagnostics
Manatee Healthcare Alliance, Access to Care Committee
Manatee Memorial Hospital
Manatee River Garden Club
Manatee/Sarasota Democratic Black Caucus
Manatee YMCA
Original Manatee County (OMC) Group
Pine Village Housing Authority
Realize Bradenton
Residents of Westminster & De Soto Towers Retirement Communities
Rubonia Neighborhood Association

School District of Manatee County
School District of Manatee, Migrant Full Service School Title I
Safe Communities
Sarasota/Manatee/Charlotte American Heart Association
Sedgeman Consulting LLC
State College of Florida
Students Working Against Tobacco (SWAT)
Substance Abuse & Behavioral Health Prevention Committee
The New American Health Experience
Tabernaculo Biblico Bautista
Teen Pregnancy Prevention Committee
Tobacco Free Manatee
Turning Points of Manatee County
UF/IFAS Manatee County Extension
United Way of Manatee County
Whole Child Manatee
University of South Florida
Workplace Wellness Task Force
Women, Infants & Children (WIC) Program
Zero to Five Coalition

SUMMARY

A **community health improvement plan (CHIP)** is a long-term effort to address issues identified by the community health improvement process through participation of a broad set of community partners (PHAB 2013). A successful CHIP will help community partners plan activities, set priorities, and take action together to make meaningful improvements in community health.

The 2015-2020 Manatee CHIP is a result of the 2015 Community Health Assessment (CHA), prepared by the Prevention and Wellness Committee of the Manatee Healthcare Alliance (MHCA) and facilitated by the Florida Department of Health in Manatee County (DOH-Manatee). The CHA and CHIP were developed following the Mobilizing for Action through Planning and Partnerships (MAPP) strategic planning framework (NACCHO 2013). As its name suggests, MAPP is an intensely community-driven process. The resulting CHIP would not have been possible without the many community partners who participated in the process.

The purpose of this document is to identify strategic health issues and objectives for Manatee County in 2015 to 2020. This document will also illustrate why these issues are important to the community. Figure 1 shows the nine strategic issues selected by community partners based on results of the 2015 Manatee CHA. (For more detailed information on the 2015 CHA and its results, see [MHCA 2015](#).)

Figure 1: STRATEGIC ISSUES CHOSEN FOR THE 2015-2020 CHIP



INTRODUCTION

Manatee County Community Profile

Florida's 15th largest county, Manatee County is a coastal community offering an attractive lifestyle for residents and visitors alike. Compared to state and national averages, Manatee County's population is growing more rapidly; has more residents over 55 years of age; and has fewer residents from racial and ethnic minorities. Healthcare, education, manufacturing, and hospitality are important sources of employment. The community has seen favorable developments in recent years, including rising high school graduation as well as falling violent crime and unemployment rates. Financial hardship, violent crime, and poverty pose continuing challenges, however, and disproportionately affect some sectors of the community.

Manatee Healthcare Alliance

A cornerstone of successful CHA and CHIP planning is community engagement. This is because the health of a community depends on coordinated efforts involving many different organizations and individuals. Broad community participation and collaboration are vital to identifying community needs, resources, and priorities, and to developing effective and sustainable strategies to improve community health.

In Manatee County a solid foundation for collaborative CHA and CHIP planning was established in 2010, with the formation of a community coalition of professionals and residents with an interest in health care. This coalition, the Manatee Healthcare Alliance, Inc. (MHCA), is a non-profit organization with the mission of "promoting and ensuring the health and well-being of Manatee County residents through fostering collaboration and partnerships, ensuring access to healthcare and promoting healthy behaviors." The organizational structure of the MHCA includes a Board of Directors and standing committees dedicated to strategic priorities. Currently there are two standing committees, the Healthcare Access Committee and the Prevention and Wellness Committee. (The organizational structure and membership of the MHCA are shown in Figure 2.)

In 2010 the MHCA initiated a collaborative process of community health assessment with a summit devoted to reviewing county health data and visioning. The aim was to identify and prioritize key health challenges. This process was repeated in annual State of the County data reviews in 2011, 2012, 2013, and 2014. Challenges identified in the 2011-2013 data reviews are listed in Figure 4 of the 2015 Community Health Assessment report ([MHCA 2015](#)). Based on these annual reviews, priority issues were identified and a strategic plan was created to guide community health improvement planning initiatives through 2015 (MHCA 2013), in alignment with state priorities established by the Florida State Health Assessment and Health Improvement Plan (DOH 2012). Two objectives identified in the strategic plan were: (1) to create a sustainable, patient-centered healthcare model that will demonstrate cost-effectiveness and improved health outcomes; and (2) to support healthcare campaigns that engage the Manatee County community in addressing an important health factor such as obesity or smoking.

In late 2014 the MHCA's Prevention and Wellness Committee accepted responsibility for steering a new community health assessment of Manatee County in 2015, with emphasis on community engagement. To guide the process, a widely recognized strategic planning framework for collaborative community health assessment and improvement planning was selected: "Mobilizing for Action through Planning and Partnerships," or MAPP (NACCHO 2013). The Florida Department of Health in Manatee County (DOH-Manatee) facilitated the MAPP process and the compilation of this report.

FIGURE 2: ORGANIZATIONAL STRUCTURE OF THE MHCA



2015 MANATEE HEALTHCARE ALLIANCE MEMBERSHIP LIST

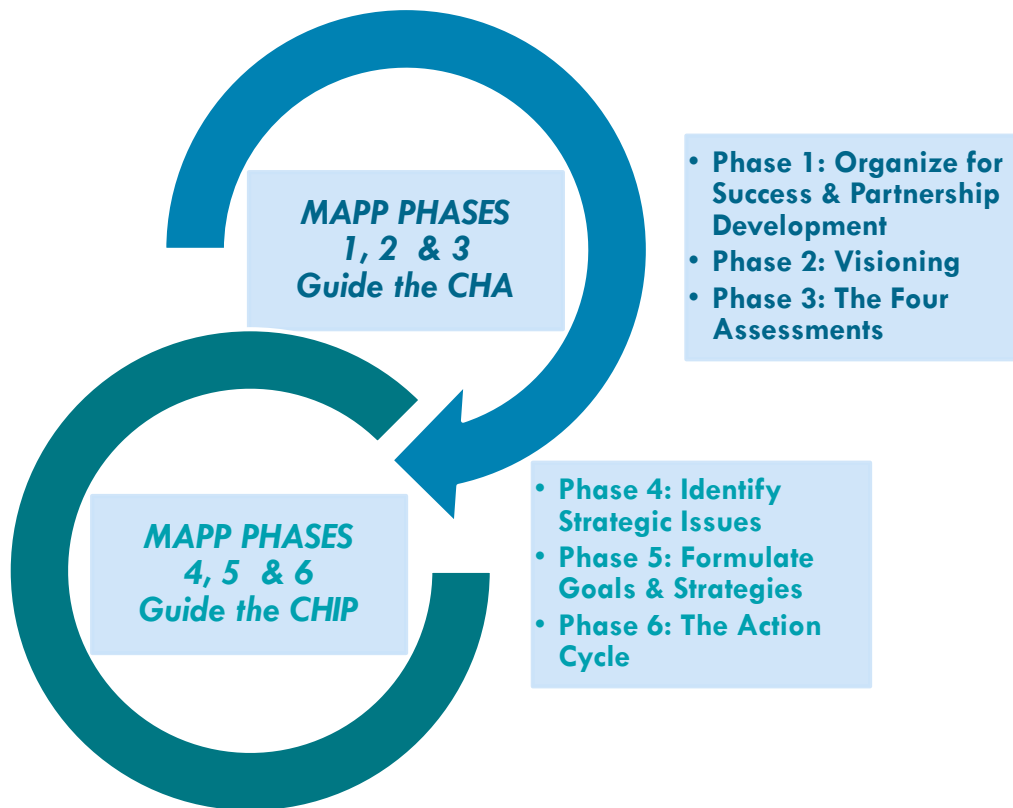
Angeloni	John	Lake Erie College of Osteopathic Medicine (LECOM)
Baden	Virginia	New Medicine Community
Bartz	Bob	Manatee Chamber of Commerce
Batey	Todd	Pinnacle Medical Group
Beard	Bert	Manatee Memorial Hospital
Bencie	Dr. Jennifer	Florida Department of Health in Manatee County (DOH-Manatee)
Bolbjerg	Monica	Qure4U
Boldjerg	Torsten	CYU Technology
Breitinger	Ann	Blalock/Walters
Brown	Michael	Magellan Complete Care
Brown	Phil	United Way of Manatee County
Bryant	Beverly	Zeta Phi Beta Sorority
Burns Anton	Emily	IVIR, Inc.
Bush	Beth	Josh Provides Epilepsy Assistance Foundation
Cacchiotti Sr.	Daniel	Myakka City Fire Control District
Cardillo	Christy	Shinn & Company
Chamberlain	Rita	Manatee County Substance Abuse Coalition
Christmann	Dr. Linda	Florida RAM
Carp	Dr. Jennifer	Career Edge
Clark	Dr. Andy	Manatee County Medical Society
Colgate	Dr. William	Rural Health
Conard	Dr. Richard	MTI East Campus
Corcuera	Luz	Florida Department of Health in Manatee County (DOH-Manatee)
Crutchfield	James	Manatee County Emergency Medical Services (EMS)
De Mello	Linda	University of South Florida Sarasota-Manatee
Dezelski	Jacki	Manatee Chamber of Commerce
DiCicco	Paul	Manatee County Emergency Medical Services (EMS)
Dickie	Suzanne	League of Women Voters
DiLallo	Kevin	Manatee Memorial Hospital
Diss	Amy	Med-Life Institute
Dutton	Tim	Suncoast Community Capital
Eavey	Mireya C.	CareerEdge
Espinal	Esther	Florida Blue
Evans	Jason	Manatee County Emergency Medical Services (EMS)
Fahy	Brittany	Suncoast Behavioral Health
Fleece	Jonathan	Blalock Walters, PA
Forman	Melissa	Suncoast Behavioral Health Center
Friedrich	Dan	Blake Medical Center
Fusco	Ray	Manatee County Rural Health
Gallen	Michael	Manatee Chamber of Commerce
Gass	Dane	Gulf Coast HIE

George	Robert	Lake Erie College of Osteopathic Medicine (LECOM)
Goodman	Bob	Manasota Health
Goodman	Terri	Generations Health Partners
Graham	Davis	Manatee Diagnostic Center
Guyre	Andy	Manatee County Government
Haflich	Dr. Priscilla	Manatee Technical Institute
Hall	Steve	AllTrust
Hamilton	Brandy	Suncoast Behavioral Health Center
Hofferbert	Vicki	Tidewell
Horne	Linda	League of Women Voters
Hughes	Ken	CNK Realty
Hunzeker	Ed	Manatee County Government
Hwang	Joseph	Manatee Memorial Hospital
Jourdan	Megan	Florida Department of Health in Manatee County (DOH-Manatee)
Kence	Joyce	Zeta Phil Beta Sorority
Klain	David	
Kelly	Teresa	Health Council of West Central Florida
Kohlenberger	Dominique	Healthy Longevity
Knott	Kerry	Suncoast Behavioral Health Center/Palm Shores Behavioral Health Center
Kramer	Sharon	MCSAC
Landauer	Erin	UF/IFAS Manatee County Extension
Lazarez	Marc	
Lee	Amy	Blood Bank
Leedy	Dr. Stephen	Tidewell Hospice & Palliative Care
Legler	MaryAnn	Healthy Teens Coalition
Luh	Larry	Manatee County Government – EMS
Maholtz	Elaine	Manatee County Government
Meehan	Mike	Citizen
Mills	Napolean	NAACP
Miranda	Fermin	Cadence Bank
Myers	Huff	
Nebrija	Wendy	MCSAPC
Petrila	John	USF College of Public Health
Pierce	Jon	Career Edge
Powell-Stafford	Valerie	COO, Blake Hospital
Presha	Mickey	Manatee County Rural Health
Ramirez	Lisa	Healthy Start Coalition of Manatee County, Inc.
Ramsey	Carmen	Manatee Technical Institute
Rizzo	Bree	Florida Blue
Rogers	Brenda	Manatee County Government
Ruiz	Mary	Centerstone of Florida
Ryan	Lynn	Florida Blue
Sedgeman	Judith	Sedgeman Consulting LLC
Shinn	Garrett	Shinn & Company
Speir	Christina	Tidewell
Spirtas	Neil	Manatee Chamber of Commerce
Stalpes Gass	Jill	We Care Manatee
Stroud	Kim	Manatee County Government
Sullivan	Carmen	Kelly Healthcare
Tinsworth	Dr. Steve	Tinsworth Orthodontics
Erozer	Adell	Turning Points
Vale	Valerie	Manatee County Medical Society
Whitmore	Carol	Manatee County Commissioner
Wiggs-Stayner	Kathleen	All Children's Hospital
Wilkinson	Julie	Associate Dean for the Pharmacy School, LECOM
Windon	Karen	Manatee County Government
Wolfson	Dan	Manatee County Clerk of Court
Wright	Patrick	Bouchard Insurance
Vobroucek	Judy	Discount Med Direct
Zdravecky	Barbara	Planned Parenthood of SW and Central Florida
Zec	Nick	Boyd Insurance & Investments
Zeppi	Kirk	Family Creations

Mobilizing for Action through Planning & Partnerships

The Mobilizing for Action through Planning and Partnerships (MAPP) framework was selected to guide the 2015 CHA and CHIP processes in Manatee County, with **community support** and in alignment with state public health standards. MAPP is **community-driven effort**, involving engagement with many diverse partners and organizations, including local residents, healthcare professionals, non-profits, schools, local government, and other community organizations. The MAPP Process includes six phases: Phases 1 through 3 guide the CHA process; and Phases 4 through 6 guide the CHIP process (see Figure 3).

Figure 3: THE SIX PHASES OF THE MAPP PROCESS

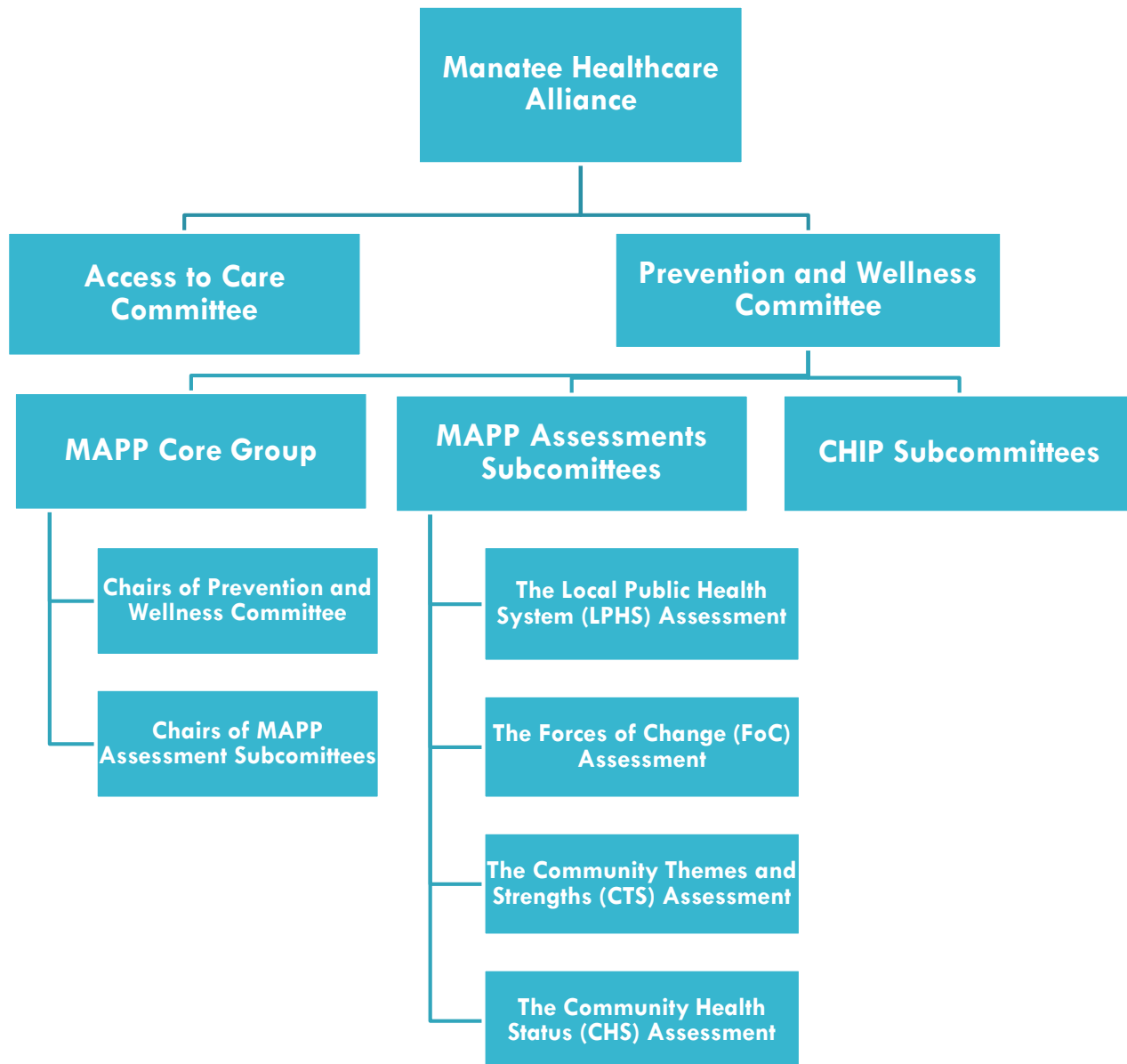


OVERVIEW OF THE 2015 CHA

MAPP Phase 1: Organize for Success & Partnership Development

In Phase 1, Organize for Success and Partnership Development, DOH-Manatee facilitated partnership development and planning for the MAPP Process. During this phase, the Prevention and Wellness Committee asked, “Who else should be included in the MAPP process?” Figure 4 shows the structure of subcommittees formed during the MAPP Process. A MAPP Core Group managed the MAPP process. Some of the same individuals and organizations who contributed to the MAPP Assessment Subcommittees for the 2015 CHA also participated in the CHIP Subcommittees.

Figure 4: MAPP ORGANIZATIONAL CHART



MAPP Phase 2: Visioning

The MHCA vision statement is: “Manatee County is Florida’s healthiest community.” Based on community partner survey results, the MAPP Core Team determined that the Prevention and Wellness Committee and 2015 CHA process would share the MHCA vision:

“MANATEE COUNTY IS FLORIDA’S HEALTHIEST COMMUNITY.”

MAPP Phase 3: The Four Assessments

The third MAPP phase analyzes the community’s health through four assessments. These assessments were completed in the first half of 2015 and offer a framework for data review and data collection:

- The **Local Public Health System (LPHS) Assessment** provides input from local public health system experts representing the diverse group of entities that make up that system.
- The **Forces of Change (FoC) Assessment** analyzes negative and positive factors that have the potential to impact the health of the community.
- The **Community Themes and Strengths (CTSA) Assessment** identifies what health issues the community believes are most important.
- The **Community Health Status (CHSA) Assessment** reviews quantitative data and community health survey results on health indicators.

These four MAPP assessments are intended to provide a complete picture of the current state of community health, based on a variety of types and sources of data. This helps the community see its health issues and assets through multiple lenses.

In the 2015 Manatee CHA, each MAPP assessment was carried out by a subcommittee of community partners. The data collection drew broad participation from more than 1,500 residents, community partners, local public health system experts, and other community members. Outreach by a team of community health specialists helped ensure participation in underserved neighborhoods.

Starting in July of 2015 a preliminary summary of CHA results was shared at community meetings, and input was invited. The CHA results summary was also shared via email with more than 100 community partners. The resulting 2015 CHA for Manatee County is presented in detail in a separate report ([MHCA 2015](#)).

The CHA results from the four assessments were used to identify strategic issues during MAPP Phase 4, which resulted in the 2015 Manatee County Community Scorecard. The Scorecard is linked to strategies and goals developed during MAPP Phase 5. It will be used to track progress on goals in the five-year period from 2015 to 2020. The Scorecard is presented later in this document, starting on p. 15.

OVERVIEW OF THE 2015-2020 CHIP

To address issues identified in the CHA, the CHIP process for Manatee County was initiated in July 2015. Like the 2015 CHA, the CHIP process in Manatee County stressed community engagement and partnerships. Community members and organizations were recruited and engaged as active participants in identifying and prioritizing strategic issues in MAPP Phase 4. Then CHIP Subcommittees were formed to address key strategic issues over a five-year period.

The resulting 2015-2020 Community Health Improvement Plan (CHIP) is a community proposal to target strategic issues with specific goals. Each strategic issue is supported by a committee and a key stakeholder. Each committee developed strategies and activities for their issue, keeping in mind feasibility and the partners involved. This plan includes priority issues identified by the community and its stakeholders (see Figure 1).

MAPP Phase 4: Identify Strategic Issues



In July 2015 data from the CHA was presented to Prevention and Wellness Committee members, additional community stakeholders, and partners. A small brain storming session for potential strategic issues followed the presentation. Attendees narrowed down themes but asked for a digital copy of the assessment results for further review and selection. A follow-up meeting was held to provide a condensed summary of the CHA data and identify strategic issues. On a large sheet of paper, themes were written down and community members discussed:

- supporting data
- partners who could support the issue
- potential challenges

Community stakeholders at the meeting took the lead on each of the priorities, creating subcommittees focused on each priority. An expanded organizational chart – including the seven CHIP Subcommittees that were formed – is displayed in Figure 5. Evidence supporting choice of the selected issues is summarized in Figure 6.

Figure 5: EXPANDED ORGANIZATIONAL CHART SHOWING CHIP SUBCOMMITTEES

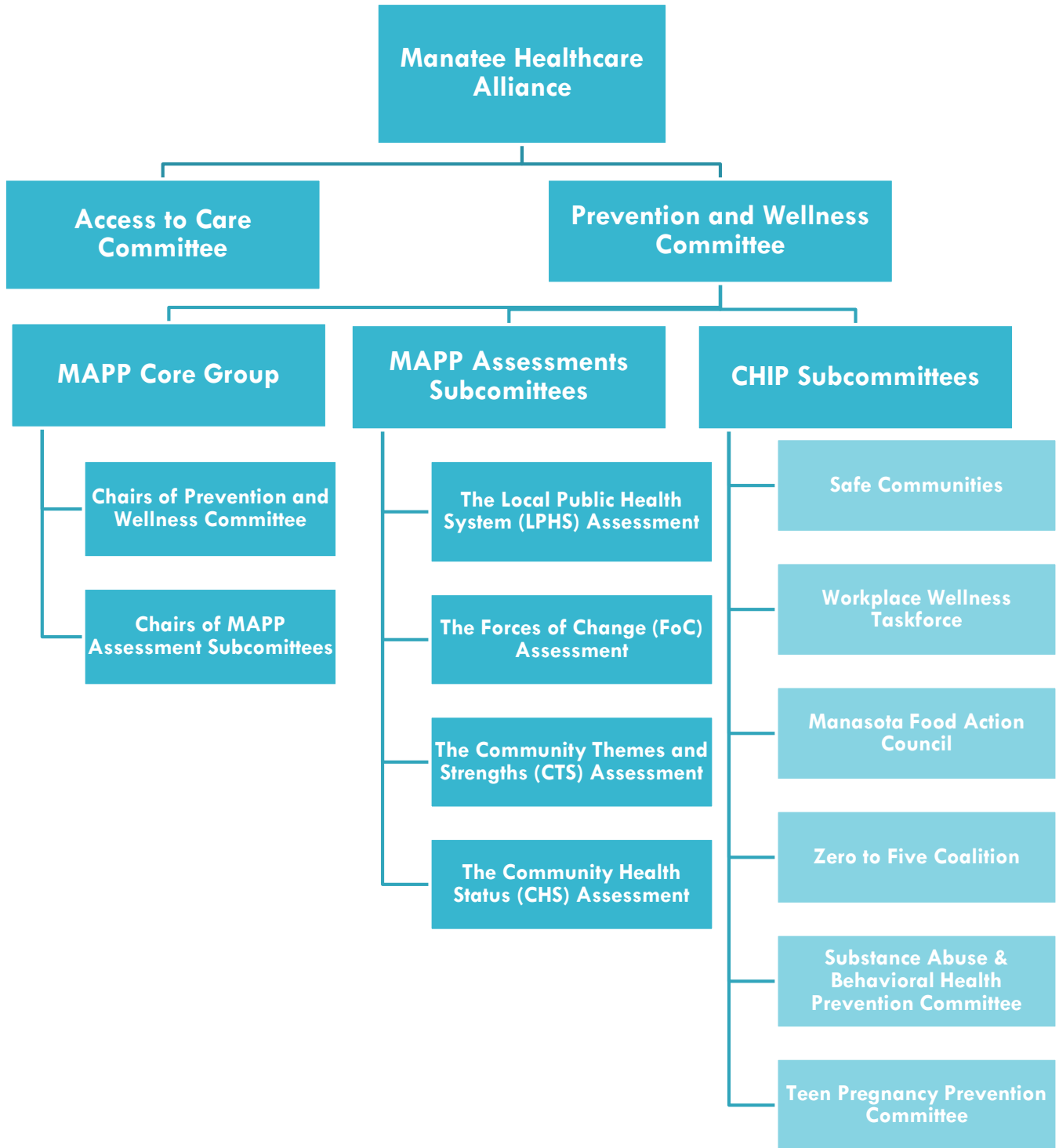


Figure 6: STRATEGIC ISSUE EVIDENCE

Adult Obesity/Overweight

- Nutrition and Obesity is a theme in the CTS Assessment.
- Need for focus on healthy behaviors, diet and exercise is a factor in the FoC Assessment.
- Manatee County scores in 3rd or 4th quartile (worse than FL average) on: adults who are overweight, mothers obese at pregnancy, mothers overweight at pregnancy, and middle & high school students not physically active on all of past 7 days (CHS Assessment, Florida CHARTS).
- Obesity listed as important for achieving a healthy community (2015 CHA Community Health Survey).

Teen Pregnancy

- Teen pregnancy is a theme in the CTS Assessment.
- 2014 Manatee teen birth rate is higher than FL average (36.1 versus 24.3 per 1,000 females 15-19 yrs old).
- Theme mentioned in open-ended survey responses (2015 CHA Community Health Survey).

Substance Abuse & Mental, Emotional, Behavioral Health (SA/MEBH)

- Mental health is a theme identified in the CTS Assessment and FoC Assessment.
- #2 Health problem (2015 CHA Community Health Survey).
- #1 Health Problem for respondents in \$30,000-49,000 income, \$50,000+ income, Whites, Hispanics, and 46-65 year olds (2015 CHA Community Health Survey).
- Mental health listed as important for achieving a healthy committee (2015 CHA Community Health Survey).

Violent Crime/ Neighborhood Safety

- Manatee County is in the 3rd quartile on "Social and Economic Factors"; violent crime is much higher in Manatee County than in Florida (573 versus 467 per 100,000). Injury death rate is also higher in Manatee County than in FL (77 versus 69 per 100,000) (CHS Assessment, RWJF County Health Rankings).
- Violence is a theme in CTS Assessment.

Infant Mortality

- Manatee County is in the 4th (least favorable) quartile among Florida counties: Births w/ 1st trimester prenatal care; births w/ late or no prenatal care (CHS Assessment, Florida CHARTS).
- Manatee County is in 3rd quartile (worse than Florida median): Fetal, neonatal & infant deaths (CHS Assessment, Florida CHARTS).

Child Obesity

- Manatee County scores in 3rd or 4th quartile (worse than FL median) on: middle & high school students who are overweight, and middle & high school students not physically active on all of past 7 days (CHS Assessment, Florida CHARTS).
- Youth obesity trend is upward (11.9% in 2014 vs. 10.8% in 2012).
- Child obesity is a theme in CTS Assessment.
- "Reduce obesity" listed as important for achieving a healthy committee (2015 CHA Community Health Survey).

Physical Activity

- Manatee County scores in 3rd or 4th quartile (worse than FL median) on: Middle & high school students not physically active on all of past 7 days (CHS Assessment, Florida CHARTS).
- Factor identified in FoC.

Healthy Food Access & Consumption

- Nutrition is a theme in the CTS Assessment.
- 25% of adults live within ½ mile of a healthy food retailer (Manatee- Sarasota Healthy Food Access Assessment).
- Only 17% of adults eat at least 5 servings of fruits and vegetables per day (Manatee- Sarasota Healthy Food Access Assessment).

Healthcare Access

- Healthcare is a theme in the CTS Assessment and FoC Assessment.
- Rising percent of adults who could not see doctor 1x or more past year due to cost (CHS Assessment).
- Healthcare listed as important for achieving a healthy community (2015 CHA Community Health Survey).

MAPP Phase 5: Formulate Goals & Strategies

In MAPP Phase 5, CHIP Subcommittees for each strategic issue met independently to discuss their respective topic areas, review assessment data and current research to create goal statements, and identify effective evidence-based strategies. The MAPP Core Group assisted the Prevention and Wellness Committee with identifying strategies, planning meetings for formulating strategies, and documenting goals and objectives in the strategic issue worksheet. The worksheet was used to identify goals, objectives, time-frame, and partners involved (see Figure 7).

Figure 7: Strategic Issue Worksheet

Community Health Improvement Plan: Goal & Strategy Selections				
Strategic Issue 1				
Please list Goals in the boxes below.	Please enter Strategic Objectives below.	Activity	Outcome (short, long)	Partners Involved
Goal 1	Objective 1.1	Activity 1.1.a		
	Objective 2.2	Activity 2.2.a		

The objectives for each strategic issue align with national and state goals and objectives where applicable. MAPP Phase 5 highlights the importance of including multiple types of participants in the process, including the MAPP Core Group, subcommittees, and community members. At monthly Prevention and Wellness Committee Meetings, chairs of the CHIP subcommittees provided updates on their work. In the meantime, the subcommittees continued to meet and develop their objectives for the CHIP Scorecard. The current objectives can be found in the Manatee County Community Scorecard (starting on p. 15) and in the 2015-2020 CHIP Strategy Map (starting on p. 26).

MAPP Phase 6: Action Cycle

The Prevention and Wellness Committee is currently in MAPP Phase 6, the action cycle, and will implement and monitor the Manatee County Community Scorecard. Over the next five years, the CHIP Subcommittees will evaluate and report on the progress of their activities and goals on a quarterly basis. As necessary, the Subcommittees may add additional activities, objectives or goals, reflecting the ongoing process of implementation.



Partners & Stakeholders

Throughout the MAPP process, the CHIP Subcommittees aimed to engage partners who were already involved in the selected issue to avoid duplicating community efforts. Each goal selected in MAPP Phase 5 has an assigned community partner or organization, who has chosen to take the lead on measurable objectives and activities. Each CHIP Subcommittee created a detailed action plan for the next five years. Additional individuals and organizations whose missions align with specific strategic issues will continue to be invited to participate in this process.

The champion, or lead, for each goal will track and monitor progress and report quarterly to the health department facilitator and the Prevention and Wellness Committee.

2015 MANATEE COUNTY COMMUNITY SCORECARD

Strategic Issues	Strategic Goals	Strategic Objectives	Progress	Status	Partners
1. How can we reduce crime and violence in Manatee County?	Goal 1.1: By December 2020, a demonstrable (pilot) program will be implemented utilizing the International Fellowship of Chaplains (IFOC).	Objective 1.1.1: By March 2016, conduct 2 focus groups with PalmettoBUILD and the local International Fellowship of Chaplains (IFOC) chapter to discuss crime reporting and increase use of CrimeStoppers by 10%.	On Schedule	Current/New	Original Manatee County (OMC) Group, PalmettoBUILD, International Fellowship of Chaplains (IFOC), Faith-Based Community Members
		Objective 1.1.2: By December 2016, participate in and speak about the use of chaplains at 10 community events to raise awareness about the utilization of chaplains; there will be a 20% increase in the number of chaplains registered with the local IFOC.	On Schedule	Current/New	
		Objective 1.1.3: By December 2017, the NextBase App will be used by 90% of the IFOC area chaplains and community partners.	On Schedule	Current/New	
		Objective 1.1.4: By 2020, there will be a 10% reduction in the “Big 7” crimes and fraud rate in Palmetto.	On Schedule	Current/New	
	Goal 1.2: By 2020, there will be an increase in positive youth engagement within the community.	Objective 1.2.1: By December 2016, there will be a 30% increase in participation in the Cadet Explorer Program.	On Schedule	Current/New	Manatee County Sheriff's Office

Strategic Issues	Strategic Goals	Strategic Objectives	Progress	Status	Partners
2. How do we reduce adult obesity through workplace wellness?	Goal 2.1: By 2020, increase the number of certified “healthy businesses” in Manatee County that provide employee wellness programs/services.	Objective 2.1.1: By February 2016, Launch the Healthy Business certification program website (Health Links) to promote workplace wellness in Manatee County and recognize employers that offer such programs (includes marketing, website profiles, meetings) in February 2016.	On Schedule	Current/New	Health Links, Manatee Chamber of Commerce, Blake Medical Center, Workplace Wellness Taskforce
		Objective 2.1.2: By February 2016 certify initial pilot group of at least 3 businesses through Health Links.	On Schedule	Current/New	
		Objective 2.1.3: By February 2017, coordinate outreach/education, targeting businesses, to promote the program and engage employers in the concept of workplace wellness through 2 networking events in collaboration with the Chamber of Commerce.	On Schedule	Current/New	
		Objective 2.1.4: By June 2017, provide technical assistance/support to 5 businesses that want to take steps to improve wellness in the workplace.	On Schedule	Current/New	

Strategic Issues	Strategic Goals	Strategic Objectives	Progress	Status	Partners
3. How do we increase access to and consumption of healthy foods?	Goal 3.1: By 2020, increase number of places that provide healthy foods including fruits and vegetables.	Objective 3.1.1: By 2020, 60% of Manatee County residents will report to having access to a community garden.	On Schedule	Previous/Transition	Institute of Food and Agricultural Sciences (IFAS), Geraldson Community Farm, Manatee County Neighborhood Services, Rubonia Neighborhood Association, Manatee River Garden Club, Eternity Temple Church, Pine Village Housing Authority, Realize Bradenton, DOH-Manatee
		Objective 3.1.2: By January 2017, 30% of farmer's market vendors will accept food stamps.	On Schedule	Previous/Transition	
		Objective 3.1.3: By December 2020, 30% Manatee County residents will report to having access to fruits and vegetables at least 2 days a week through the Mobile Farmer's Market.	On Schedule	Previous/Transition	
	Goal 3.2: By 2020, increase availability of nutrition classes to adults and children.	3.2.1: By 2020, 30% of mobile farmer's market shoppers will report to attending at least one nutrition education class held at the mobile market.	On Schedule	Previous/Transition	
		3.2.2: By 2020, 60% of food pantries in Manatee County will provide monthly nutrition education classes.	On Schedule	Previous/Transition	
		3.2.3: By 2020, 30% of farmer's market shoppers will report to attending at least one nutrition education class held at the farmer's market.	On Schedule	Previous/Transition	
		3.2.4: By 2020, 60% of community gardener's will report to attending at least one nutrition education class held at the community gardens.	On Schedule	Previous/Transition	

Strategic Issues	Strategic Goals	Strategic Objectives	Progress	Status	Partners
4. How can we increase physical activity among families and individuals in Manatee County?	Goal 4.1: Increase opportunities for physical activity.	Objective 4.1.1: By December 2020, finalize the expanded joint use agreement to open school playgrounds for community use.	On Schedule	Previous/Transition	Manatee County School District, Manatee County Government, DOH-Manatee, Realize Bradenton, City of Bradenton, City of Palmetto
		Objective 4.1.2: By 2020, 20% of Manatee County residents will report to engaging in physical activity through the open playgrounds.	On Schedule	Previous/Transition	
		Objective 4.1.3: By July 2016, implement "Open Streets" in downtown Bradenton in collaboration with Realize Bradenton and City of Bradenton.	On Schedule	Previous/Transition	
		Objective 4.1.4: By December 2020, create an implementation plan for development of target complete streets in collaboration with municipalities and counties.	On Schedule	Previous/Transition	
		Objective 4.1.5: By January 2016, 100 Nature Play "Prescriptions" from the Healthiest Weight Florida Initiative will be distributed to health fair attendees in Manatee County.	On Schedule	Current/New	
	Objective 4.1.6: By 2020, 100% of the activities and deliverables from the Healthiest Weigh (HW) Florida Initiative will be completed.	On Schedule	Current/New		
	Goal 4.2: Provide physical activity classes to adults and children.	4.2.1: By December 2020, activate 25% of open playgrounds with regular classes to encourage physical activity among residents.	On Schedule	Previous/Transition	Manatee County School District, Manatee County Government, DOH-Manatee

Strategic Issues	Strategic Goals	Strategic Objectives	Progress	Status	Partners
5. How do we reduce the rate of teen pregnancy in Manatee County?	Goal 5.1: By 2020, reduce the rate of repeat teen births.	Objective 5.1.1: By January 2017, 60% of the secondary schools in Manatee County will be participating in the It's Your Choice Program to provide age-appropriate sexual health education to students.	On Schedule	Current/New	Healthy Teens Coalition, It's Your Choice Program, DOH-Manatee, Manatee County School District
		Objective 5.1.2: By January 2017, through social marketing campaigns, 40% of teens 14–18 years of age will report knowing options for accessing birth control.	On Schedule	Current/New	
		Objective 5.1.3: By December 2020, 60% of teens 14-18 years of age will report to having “easy” access to birth control through the school-based and community-based family planning services in Manatee County.	On Schedule	Current/New	
		Objective 5.1.4: By 2020, there will be a 20% increase in participation by teen mothers and fathers involved in an educational opportunity program, (i.e. GED courses, classes that teach them how to access healthcare services, importance of child/pregnancy spacing).	On Schedule	Current/New	
		Objective 5.1.5: By January 2017 there will be a 40% increase in participation in the Teen Father Mentoring Program.	On Schedule	Current/New	
		Objective 5.1.6: By 2020, there will be a 15% increase in the rate of teens that attain a high school diploma or GED.	On Schedule	Current/New	
	Goal 5.2: By 2020, increase access to family planning services.	Objective 5.2.1: By 2020, 20% of teens 14–18 years of age will report to using at least one mobile application/platform in conjunction with family planning services in Manatee County.	On Schedule	Current/New	
		Objective 5.2.2: By 2020, 60% of obstetrician/gynecology offices in Manatee County will participate in a formal referral system to promote pre- and post-natal care to pregnant teens.	On Schedule	Current/New	
		Objective 5.2.3: By January 2018, 40% of teens 14–18 years of age will report to receiving mobile/onsite family planning services.	On Schedule	Current/New	
		Objective 5.2.4: By 2020, 60% of primary and secondary schools in Manatee County will implement school-based Family Planning Services.	On Schedule	Current/New	
		Objective 5.2.5: By 2020, 40% of teen parents will participate in a “One-Stop-Shopping” program that allows teen parents to sign up for services at one location.	On Schedule	Current/New	

Strategic Issues	Strategic Goals	Strategic Objectives	Progress	Status	Partners
6. How do we reduce infant mortality rates in Manatee County?	Goal 6.1: By 2020, reduce post-neonatal (28-264 Days) and SUID deaths of infants less than 1 year old.	Objective 6.1.1: By December 2016, 80% of moms who receive education on safe-sleeping environments for infants while receiving pre-natal and post-natal care (e.g., placing infant to sleep on back, no extra bedding or toys in the crib, sleeping in a crib or bassinet, temperature of room) will report to practicing safe sleeping habits every day.	On Schedule	Current/New	Zero to Five Coalition
		Objective 6.1.2: By January 2017, 100% of Manatee County's birthing facilities will implement and promote safe sleeping practices.	On Schedule	Current/New	
		Objective 6.1.3: By December 2016, there will be a 30% increase of participation in obstetrician/gynecology offices that promote and practice safe sleeping habits for infants.	On Schedule	Current/New	
	Goal 6.2: By 2017, increase access to family planning healthcare services.	Objective 6.2.1: By January 2017, 20% of women with children 0-5 years of age will report to receiving mobile prenatal healthcare and education services.	On Schedule	Current/New	
		Objective 6.2.2: By December 2017, 40% of pre-natal and post-natal service providers will participate in a formal referral system with physician offices and birthing facilities in Manatee County.	On Schedule	Current/New	
	Goal 6.3: By 2020, improve socio-emotional well-being of parents and infants through promotion of the 5 S's.	Objective 6.3.1: By December 2017, 80% of parents who used the 5 S's will report "good" on their parental satisfaction survey in early infancy (0-4 months).	On Schedule	Current/New	
		Objective 6.3.2: By December 2017, 60% of parents who used the 5 S's will report to at most 1 hour of sleep lost per night in early infancy.	On Schedule	Current/New	
		Objective 6.3.3: By December 2020, there will be a 40% decrease in fatigue and stress in parents who used the 5 S's with infants aged 0-9 months.	On Schedule	Current/New	
		Objective 6.3.4: By 2020, 70% of early learning child care centers and 40% of provider's offices will promote self-soothing methods to parents with children ages 0-4 years.	On Schedule	Current/New	

Strategic Issues	Strategic Goals	Strategic Objectives	Progress	Status	Partners
7. How do we reduce childhood obesity and overweight in Manatee County?	Goal 7.1: By 2020, increase the rate of breastfeeding mothers.	Objective 7.1.1: By December 2016, provide breastfeeding education and support to women before, during, and after pregnancy through provider/physician practices.	On Schedule	Current/New	Zero to Five Coalition
		Objective 7.1.2: By December 2020, 70% of mothers who gave birth in Manatee Memorial hospital will report providing “exclusively breast milk” for the first six months of the baby’s life.	On Schedule	Current/New	
		Objective 7.1.3: By December 2020, there will be 100% of birthing facilities and early child care facilities that are breast-feeding friendly.	On Schedule	Current/New	
	Goal 7.2: By 2020, increase access to fruits and vegetables among school-aged children and parents.	Objective 7.2.1: By December 2016, increase SNAP/EBT participation at the Bradenton Farmer’s Market through social marketing at schools.	On Schedule	Current/New	
		Objective 7.2.2: By December 2016, advocate to legislature for healthier school lunches through the 5-2-1-0-9 program.	On Schedule	Current/New	
	Goal 7.3: By 2020, increase access to healthcare services.	Objective 7.3.1: By January 2016, develop and implement mobile healthcare services and education programs for women and children 0-5 years of age.	On Schedule	Current/New	

Strategic Issues	Strategic Goals	Strategic Objectives	Progress	Status	Partners
8. How do we reduce the rate of substance use, overdoses and co-occurring behavioral disorders in Manatee County?	Goal 8.1: Support and enhance the mental, emotional and behavioral health (MEBH) of all and reduce the impact of substance use leading to overdose deaths.	Objective 8.1.1: By Jan 2017, design and implement an integrated, coordinated communication system between service providers to expedite patient access to Substance Abuse/Mental, Emotional, and Behavioral Health (SA/MEBH) services.	On Schedule	Current/New	Manatee County Substance Abuse Prevention Coalition
		Objective 8.1.2: Increase the number of available health prevention strategies and treatment services addressing vulnerable populations by 2020.	On Schedule	Current/New	
		Objective 8.1.3: Reduce the number of opioid overdoses to meet specified targets by 2018.	On Schedule	Current/New	
	Goal 8.2: By 2020, increase the awareness and understanding of mental, emotional and behavioral health and substance use disorders; reduce stigma.	Objective 8.2.1: Design an integrated/coordinated media campaign to educate, inform and increase awareness of SA/MEBH health to reduce and/or de-normalize stigma by 2018.	On Schedule	Current/New	
		Objective 8.2.2: Design, promote and conduct targeted (physician, dentist and pharmacist, etc.) training and education on best practices in opioid prescribing and client monitoring to reduce substance misuse at least biannually beginning in 2016.	On Schedule	Current/New	
		Objective 8.2.3 Promote use of PDMP (Prescription Drug Monitoring Program) for primary care physicians, dentists, etc., through training, registration drives, implementation workshops, etc., conducted at least annually as a means to reduce diversion and patient drug-seeking behavior by January 2017.	On Schedule	Current/New	
		Objective 8.2.4: Conduct racial/economic/cultural awareness trainings across provider sectors, at least annually, as a first step towards achieving parity in social determinants of behavioral health by January 2017.	On Schedule	Current/New	

Strategic Issues	Strategic Goals	Strategic Objectives	Progress	Status	Partners
9. How can we increase access to healthcare in Manatee County?	Goal 9.1: By 2016, increase access to care.	Objective 9.1.1: By January 2016, implement 3 no cost strategies to improve access (resource list, prescription drug plan, Remote Area Medical event).	On Schedule	Previous/Transition	Manatee Healthcare Alliance, Access to Care Committee

SCORECARD STRATEGIC ISSUES SUMMARY

Strategic Issue 1

Over the past decade, Manatee County's death rate from homicide has shown an upward trend, reaching 8.5 per 100,000 and ranking 9th highest in the state of Florida in 2015. A committee was convened in response to the high rates of violent crime, such as homicide, shown in the Community Health Survey Assessment. The Safe Communities Committee decided to attack high rates of violence and crime in Manatee County via a two-pronged approach. The first is developing and implementing a pilot program in Palmetto that establishes community linkages and increased engagement between the local Chaplains and community. The second hopes to reduce youth gang involvement by encouraging local police interaction with children through the Cadet Explorer Program at the Manatee County Sheriff and crime prevention presentations at schools and religious institutions.

Strategic Issue 2

The adult obesity priority is carried forward from the 2012-2015 CHIP. According to the Florida Department of Health, "the number one public health threat to Florida's future is unhealthy weight." After reviewing data on body weight, nutrition, and exercise, it was found that Manatee County shows relatively low rates of adult obesity and physical inactivity; however, overweight and amount of vegetable consumption among adults could be improved. The Adult Obesity priority will focus where adults spend most of their time: work. Through work-site wellness certifications, employees will have the opportunity to begin and maintain healthy habits while working.

Strategic Issue 3

According to the Manatee-Sarasota Healthy Food Access Assessment, Manatee County residents lacked healthy food sources within walking distance, something that residents believe has been a major obstacle in obtaining fruits and vegetables. To combat Manatee County's high rate of obesity and overweight among adults, the Manasota Food Action Council aims to target low access to healthy foods by increasing the number of places that provide fruits and vegetables (for example by developing community gardens and nutrition education classes).

Strategic Issue 4

Environmental health outcomes data reviewed in the 2015 CHA indicate that the built environment was an important area for improvement: Manatee County residents lack off-street trail systems within walking distance as a safe place to exercise. The Built Environment Committee will form to target inadequate opportunities for physical activity by creating joint-use agreements for open school playgrounds for community use and working with municipalities to implement "Complete Streets."

Strategic Issue 5

For the 2004-2014 period, there has been a decline in births and repeat births to mothers aged 15 to 19 years in Manatee County and the state of Florida. However, Manatee County still shows higher rates of births and repeat births to teen mothers in comparison to the state. The Teen Pregnancy Coalition has decided to focus on reducing the rates of repeat teen births and increasing access to family planning. The coalition's objectives for these goals include providing age-appropriate sexual health education to students, simplifying access to birth control, developing a referral system to promote pre-and post-natal care to pregnant teens, and developing school-based family planning services to be implemented in middle and high schools.

Strategic Issue 6

To lower the rates of infant mortality, the Zero to Five Coalition will reduce post-neonatal deaths (defined as 28 to 264 Days) and SUID deaths of infants less than 1 year, increase access to family planning and prenatal healthcare services, improve socio-emotional well-being of parents and infants (through the promotion of self-soothing methods and the 5 S's), and increase breastfeeding rates. The Zero to Five Coalition decided to focus on these areas in infant mortality after examining data from the CHA that showed post-neonatal and SUID deaths of infants were higher in Manatee County than in the state of Florida and peer counties.

Strategic Issue 7

The Community Health Status Assessment Subcommittee found that Manatee County needed to improve in overweight, obesity and physical activity among middle and high school students. Recognizing that healthy behaviors begin at home and at a young age, the Zero to Five Coalition will increase the rate of breastfeeding mothers by developing “baby-friendly” work environments, increasing access to care and access to fruits and vegetables, by advocating for healthier school lunches.

Strategic Issue 8

In 2014 Manatee County was the only county in Florida with cocaine death occurrences above 15 per 100,000, heroin death occurrences above 10 per 100,000, and fentanyl death occurrences above 10 per 100,000. Additionally, in 2014 Manatee County had the highest (single year) unintentional poisoning death rate in the state of Florida. The Substance Abuse and Mental/Emotional and Behavioral Health (SA/MEBH) committee will design and implement a system that will expedite patient access to SA/MEBH services; establish formal partnerships with community-based organizations; promote mental health first aid training to schools, first responders and those who interact with SA/MEBH patients; and design an integrated and coordinated media campaign to educate, inform, and increase awareness of SA/MEBH health to reduce and de-normalize stigma surrounding SA/MEBH.

Strategic Issue 9

Healthcare Access was chosen as a strategic priority for Manatee County's 2012-2015 Community Health Improvement Plan. The data from the 2015 Community Health Themes and Strengths Assessment revealed that healthcare access remained a key theme in our community. The 2015 Community Health Survey revealed that the barriers to healthcare in Manatee County included cost, not having health insurance, not being able to find a doctor that takes their insurance, being unable to get an appointment, not knowing where to go, and not having a way to get to the doctor. The Access to Care Committee has decided to target cost barriers and implement no-cost strategies.

2015-2020 CHIP STRATEGY MAP

GOALS

OBJECTIVES

Crime and Violence (Safe Communities)

- Implement a demonstrable (Pilot) program utilizing the International Fellowship of Chaplains (IFOC) to reduce violence and crime in Palmetto.
- Reduce Gang Violence.

HP 2020: Reduce the rate of arrests among the 10-24 year old population for violent crimes to 399.6 per 100,000.

- Develop a partnership between PalmettoBUILD and the local International Fellowship of Chaplains (IFOC).
- Develop Community Awareness about the utilization of Chaplains to reduce violence and crime in Palmetto.
- Develop a sustainable relationship between IFOC area chaplains and community partners through the use of NextBase App.
- Develop an assessment/evaluative tool to measure indicators.
- Promote and increase community awareness of the Cadet Explorer Program.

Adult Obesity

- Increase the number of certified "healthy business" in Manatee County that provide employee wellness programs/services.
- Increase the number of places that provide healthy foods including fruits and vegetables.
- Increase availability of nutrition classes to adults and children.
- Increase opportunities for physical activity.
- Provide physical activity classes to adults and children.

HP 2020: Reduce the number of adults (aged 20+) considered obese to 30.5%.

- Develop and launch the Healthy Business certification program website (Health Links) to promote worksite wellness in Manatee County and recognize employers that offer such programs.
- Certify at least 3 businesses by February 2016.
- Implement a mobile farmer's market.
- Coordinate outreach/education, targeting businesses to promote the program and engage employers in the concept of workplace wellness.
- Create community gardens
- Implement "Open Streets" to activate complete streets
- Provide technical assistance/support to businesses that want to take steps to improve wellness in the workplace.
- Provide nutrition education at the mobile farmer's market, food pantries, farmer's market and community gardens.
- Increase the participation of Farmer's Markets that accept food stamps.
- Implement Complete Streets by working with municipalities and counties.
- Finalize the expanded joint use agreement to open school playgrounds for community use.
- Promote physical activity and engage residents to use the open playgrounds.
- Provide physical activity classes at targeted open playgrounds.

GOALS

Substance Abuse and Mental, Emotional, Behavioral Health (SA/MEBH)

- Support and enhance the mental, emotional, and behavioral health (MEBH) of all and reduce the impact of substance use leading to overdose deaths.
- By 2020, increase the awareness and understanding of mental, emotional and behavioral health and substance use disorders; reduce stigma.



Reduce opioid overdose deaths by 20% of baseline 2015 ME Report, annually through 2017.

- By January 2017, design and implement an integrated, coordinated communication system between service providers to expedite patient access to SA/MEBH services.
- Increase the number of available prevention strategies and treatment services addressing vulnerable populations by 2020.
- Reduce the number of opioid overdoses to meet specified targets by 2018.
- Design, promote, and conduct targeted training and education on best practices in opioid prescribing and client monitoring to reduce substance misuse at least biannually beginning in 2016.
- Design an integrated/coordinated media campaign to educate, inform, and increase awareness of SA/MEBH health to reduce and/or de-normalize stigma by 2018.
- Promote use of PDMP for primary care physicians, dentists, etc., through training, registration drives, implementation workshops, etc., conducted at least annually as a means to reduce diversion and patient drug-seeking behavior.
- Conduct racial/economic cultural awareness trainings across provider sectors at least annually as a first step to achieving parity in social determinants of behavioral health.

Teen Pregnancy

- Reduce the rate of repeat teen births.
- Increase access to family planning services.



HP 2020: Reduce pregnancies among adolescent females ages 15-17 years to 36.2 pregnancies per 1,000.

- Provide age-appropriate sexual health education to students by expanding the It's Your Choice Program to all secondary schools by 2017.
- Advocate for comprehensive sexual health education in schools.
- Develop social marketing/media campaigns that promote healthy sexual behaviors.
- Simplify access to birth control.
- Implement school-based and community-based family planning services.
- Increase participation in the Teen Father Mentoring Program.
- Provide educational opportunities to teen mothers and fathers.
- Provide mobile/on-site services.
- Increase the percentage of teens that attain a high school diploma or GED.
- Adapt technology with family planning services (i.e., mobile apps).
- Develop referral system to promote pre- and post-natal care to pregnant teens.
- Develop and implement a One-Stop-Shopping program that allows teen parents to sign up for services at one location.
- Develop school-based Family Planning Services to be implemented in middle and high schools.

GOALS

OBJECTIVES

Infant Mortality/Childhood Obesity

- Reduce post-neonatal (28-264 days) and SUID deaths of infants less than 1 year old.
- Increase access to family planning and prenatal health care services.
- Improve socio-emotional well-being of parents and infants.
- Increase the rate of breastfeeding mothers.
- Increase access to fruits and vegetables to school-aged children and parents.
- Increase access to healthcare services.

HP2020: Reduce the number of children aged 2-5 considered obese to 9.4%.

- Educate moms on safe-sleeping environments for infants while receiving prenatal care during pregnancy and after pregnancy.
- Develop social marketing/media campaigns that promote safe habits for infants.
- Promote safe sleeping habits for infants within hospitals and/or providers' offices.
- Provide mobile health care services and education programs to women and children 0-5 years of age.
- Develop provider referral system to promote pre-, peri- and post-natal care.
- Provide support for women who are breastfeeding, or intend to breastfeed, before, during, and after pregnancy through provider/physician practices.
- Increase parental satisfaction in early infancy (0-4 months).
- Advocate for healthier school lunches and the 5-2-1-0-9 program.
- Develop baby-friendly work environments in hospitals, birthing facilities, rural health care facilities, child care facilities, and other worksites.
- Increase number of hours slept for infants and parents.
- Decrease fatigue and stress in parents with infants 0-9 months.

Healthcare Access

- Increase access to care.

HP 2020: Increase the proportion of persons of all ages who have a specific source of on-going care to 95%.

- Implement no cost strategies to improve access.

HOW TO USE THE CHIP

Following the MAPP process to create a community health assessment and improvement plan includes a diverse group of Manatee County community members—anyone who works, learns, lives, and plays in the community. “Community members have expertise about what works well in their community, what issues affect their ability to live healthy lives, and resources in the community that they can use to improve health” (NACCHO 2013, *MAPP Handbook*, p. 8). Community members play a key role in understanding priority health issues and using this plan to improve the health of the community.



Community Residents

- Volunteer to help groups that support the strategic health issues identified in this county.
- Stay informed on the top health issues in the community and speak with community leaders about these issues.

Faith-based Groups

- Connect your organization or individual members with specific activities they can support in the CHIP Scorecard (i.e. community gardens, promoting breastfeeding among moms).

Health Care Workers

- Share this plan with your colleagues and staff.
- Participate in a strategic issue or specific activities that require professionals (i.e. baby friendly hospitals).
- Understand the barriers related to priority health issues and help create solutions for removing them.
- Refer patients to resources or education in alignment with the identified health priorities.

Educators

- Share this plan with your colleagues, staff, and parents.
- Promote health and wellness activities among students and faculty (i.e. childhood obesity reduction and the 5-2-1-0-9 program).
- Provide knowledge and expertise about the school system to Prevention and Wellness Committee members.

Public Health Professionals & Non-Profit Organizations

- Support the Community Scorecard with education, facilitation, direction, knowledge or specific activities.
- Combine efforts for greater impact when a strategic issue aligns with your organization’s mission or vision.

Government Officials

- Understand the priority health issues and barriers to good health in the community.
- Mobilize community leaders to support policy or program changes that advance the health of the community.

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ABBREVIATIONS

CHA – Community Health Assessment.

CHIP – Community Health Improvement Planning or Community Health Improvement Plan.

CHS Assessment – Community Health Status MAPP Assessment.

CTS Assessment – Community Themes and Strengths MAPP Assessment.

DHHS – US Department of Health and Human Services.

DOH – Florida Department of Health.

DOH-Manatee – Florida Department of Health in Manatee County.

Florida CHARTS – Florida Department of Health, Community Health Assessment Resource Tool Set.

FoC Assessment – Forces of Change MAPP Assessment.

HW – Healthiest Weight Florida Initiative

ILOC – International Fellowship of Chaplains.

LPHS Assessment – Local Public Health System MAPP Assessment.

MAPP – Mobilizing for Action through Planning and Partnership.

MEBH – Mental, Emotional, and Behavioral Health.

MHCA – Manatee Healthcare Alliance.

NACCHO – National Association of County and City Health Officials.

PDMP – Prescription Drug Monitoring Program.

PHAB – Public Health Accreditation Board.

RWJF – Robert Wood Johnson Foundation.

SA – Substance Abuse.

SNAP/EBP – Supplemental Nutrition Assistance Program / Electronic Benefits Transfer.

SUID – Sudden Unexpected Infant Death.

STATEMENT OF APPRECIATION

Special thanks are due to the many community partners and individuals who show commitment to building a healthy and safe community in Manatee County through their dedicated efforts and exceptional support. Organizational affiliations of community partners who contributed time and resources to Manatee County's 2015 Community Health Assessment and 2015-2020 Community Health Improvement Plan are listed in the Acknowledgments section above (starting on p. 1).